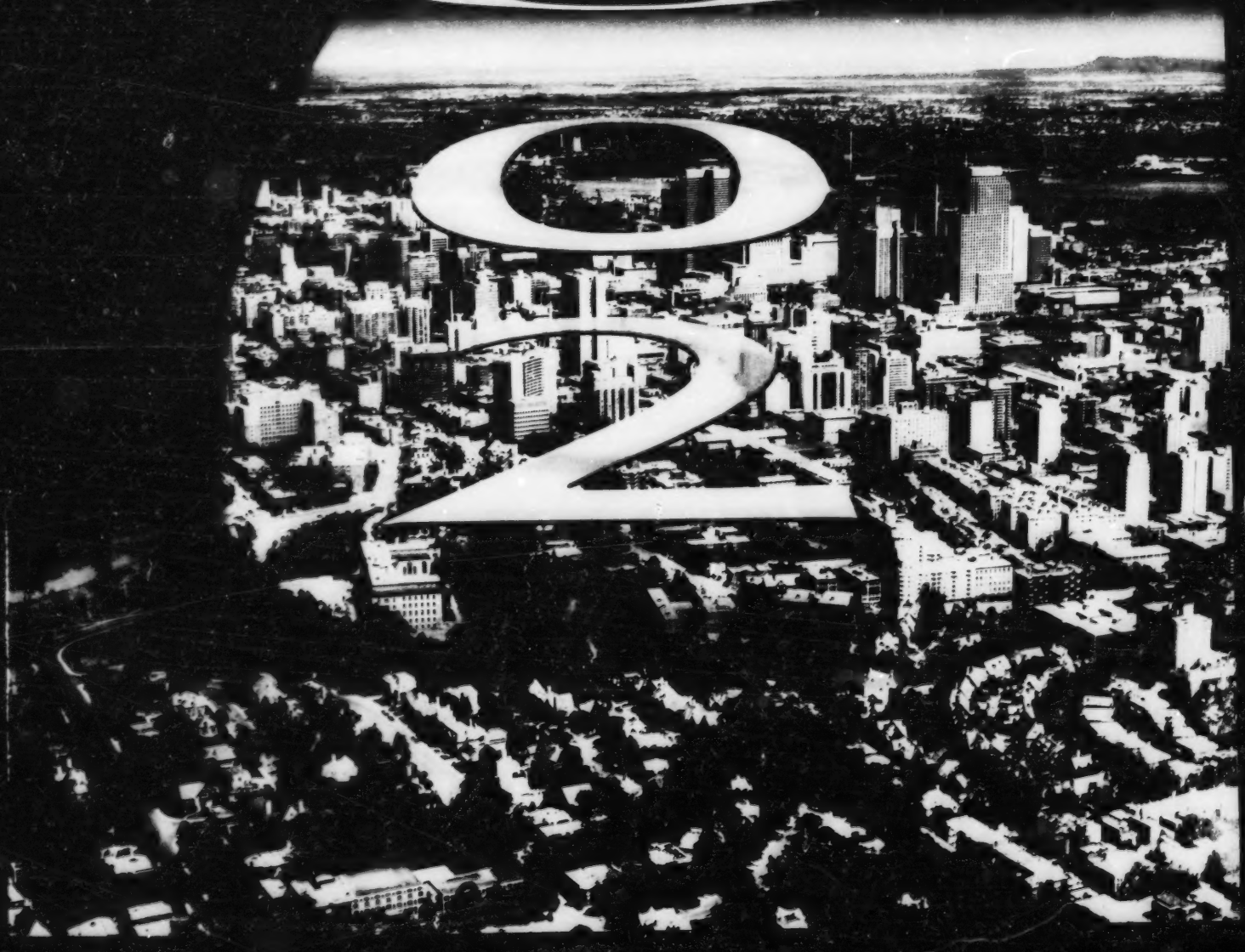
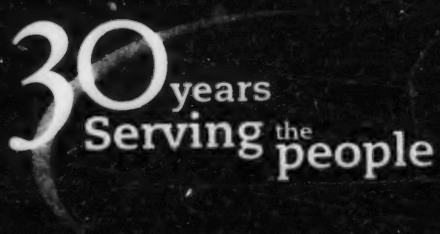
COMMUNAUTÉ URBAINE DE MONTRÉAL

Annual Report

2002




30 years
Serving the people

COMMUNAUTÉ URBAINE DE MONTRÉAL

Annual Report

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Message from the Chairperson

Is this the end of the road or the beginning of an era?

Next year at this time, the Montreal Urban Community will no longer exist, having been replaced by a new entity created through legislation effective January 1, 2002. Consequently, this is the last Community annual report in its traditional format (next year, doubtless, there will be a pro forma annual report for the year 2001).

Though I do feel somewhat wistful about the end of an institution that so well served our population, sadness is not my prevailing mood. It is more the pride in a job well done and gratitude towards those who contributed to our accomplishments – elected officials, of course, but above all the personnel, management staff and other employees – that characterize my feelings.

There is no doubt in my mind that the success of the next step, which will be the establishment of the new Ville de Montréal, will be due in large part to the unquestionably positive track record of its various antecedent organizations, with the Community at the head of that list.

For 30 years now, the Community has existed and worked on the scale of the whole island. Its unique and exclusive expertise in serving the entire population of this island is even now serving to guide and steer the parameters and methodology underlying the birth of the new Ville de Montréal. This is what I've been referring to all along as the Community's *genetic code*. We must ensure that this valuable heritage is transferred to the new city, not only at the structural, but above all at the *cultural* level, for it is this aspect that defines the soul of the new city. Indeed, it is the cultural aspect above all other elements that will not only allow, but also encourage the people of this island to feel comfortable – better yet, to feel at *home* in this new environment.

There is one tangible aspect of the Community's trajectory that is truly remarkable, and that is the enormous proportion of the present employees – nearly a third – who have over 20 years of service in the institution. Underlying this rather cold quantitative fact is a whole array of values, dominated by loyalty, stability and consistency. When we fully realize just how much the quality of an institution's activity, especially in its dealing with the people, depends on this experience of its personnel we can only conclude two things: firstly, the Community always had what it takes to retain and motivate its personnel and secondly, that same personnel adhered admirably to the values and objectives upon which the institution was based.

In 1994, this adherence of our personnel to the value-driven underpinning of the Community was even made the subject of a sort of covenant that we called the Project Enterprise, a corporate core mission and values project. This agreement codified not only our values, but also the rules and procedures that facilitated their application.

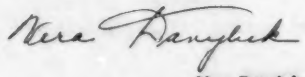
So that today, it is this Project Enterprise that, thanks to its clarity and universality, really authorizes us to proffer the essential elements, both organizational and cultural, that will foster first of all the Ville de Montréal's birth, then its future, and finally its success.

Even after it is dissolved, the Community will continue to live through the code of values and the organizational principles that it will have transmitted to this new metropolis.

Thus, in one or two years, when our employees are working for the new city, in services that might well boast new names, in offices that will perhaps not be the same, surrounded by colleagues many of whom have come from the four corners of the island, when, above all, the metamorphosis whose early stages we are now experiencing begins to bear fruit, each one of the present employees of the Community will be able to say, "I've really accomplished something worthwhile."

And they'll be right.

That is why, to these employees and their predecessors, for their loyalty towards the values of the Community and towards its mission: serving the citizens of our territory, I say, "Thank you."



Vera Danyluk
Chairperson of the Executive Committee

Message from the Director General

More than any other year, 2000 was a seminal source of activity that will profoundly influence what the Montreal Urban Community is becoming.

Even though politics and administration are two distinct domains, we must admit that they do influence each other.

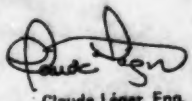
Three events have affected the way the Community's activities have unfolded. Firstly, on March 3, 2000, the Minister of State responsible for Metropolis and Municipal Affairs tabled the white paper and announced the creation of a metropolitan community for the Montreal region. It was anticipated that this new institution would assume a part of the responsibilities of the Community. Secondly, there was the Bernard report on October 4, 2000, which championed the transformation of the balance of the Community's responsibilities into those of a new city, and those of the municipalities into neighbourhoods. This latter report led to the adoption, on December 20, 2000, of Bill 170, merging all the cities in the Montreal Urban Community into one city as of January 1, 2002.

Despite these upheavals, our personnel continued to work with its well-known conviction and professionalism, providing the citizens of this island with the quality of services to which they have become accustomed.

No reader of the following pages could be left unmoved by the remarkable accomplishments – including the deposition of the new triennial property value roll – of the Community throughout 2000.

Elsewhere, there are two other events worth pointing out this year. First, this was the first year of the application of the agreement between the Community and *Montréal International*. This agreement transferred the task of overseeing investment from abroad and prospecting for such activities, from the Community Economic Development Office to *Montréal International*. Second, the highlights of the 30 years of the Community's existence were summarized in a souvenir brochure and a special edition of *Le Tour de l'Île*, much to the delight of interested employees and the general public.

In closing, I should like to thank the elected officials for their confidence and support, the directors for their unremitting collaboration and the employees for their daily contributions.



Claude Léger, Eng.
Director General

Chair
Georges Bossé
Mayor – Verdun

Vice-chair
Pierre Bourque
Mayor – Montréal

Chair – Executive Committee
Vera Danyluk

Members

Irving L. Adessky
Mayor – Hampstead

Michael Applebaum
Councillor – Montréal
Notre-Dame-de-Grâce District

Ovide T. Baciu
Mayor – Roxboro

Carl Baillargeon
Councillor – Montréal
Louis-Hébert District

Maurice Beauchamp
Councillor – Montréal
Saint-Sulpice District

Kettly Beauregard
Councillor – Montréal
Marie-Victorin District

Serge-Éric Bélanger
Councillor – Montréal
Sault-au-Récollet District

Hasmig Belleli
Councillor – Montréal
Ahuntsic District

Sonya Biddle
Councillor – Montréal
Décarie District

Philippe Bissonnette
Councillor – Montréal
Saint-Paul District

André Cardinal
Councillor – Montréal
Plateau Mont-Royal District

Jacques Cardinal
Mayor – Sainte-Geneviève

Jacques Charbonneau
Councillor – Montréal
Louis-Riel District

Aimé Charron
Councillor – Montréal
Rivière-des-Prairies District

Giovanni De Michele
Councillor – Montréal
Marc-Aurèle Fortin District

Mary Deros
Councillor – Montréal
Parc-Extension District

Jean-Guy Deschamps
Councillor – Montréal
Tétreaultville District

Richer Dompierre
Councillor – Montréal
Maisonneuve District

Noushig Eloyan
Councillor – Montréal
L'Acadie District

Sammy Forcillo
Councillor – Montréal
Saint-Jacques District

Jean E. Fortier
Councillor – Montréal
Darlington District

Helen Fotopulos
Councillor – Montréal
Mile End District

Marcel Grégoire
Councillor – Montréal
Rosemont District

Ricardo Hrtschan
Mayor – Town of Mount-Royal

Edward Janiszewski
Mayor – Dollard-des-Ormeaux

Hélène Jolicoeur
Councillor – Montréal
Laurier District

Roy Kemp
Mayor – Beaconsfield

Yvon Labrosse
Mayor – Montréal-Est

Sylvain Lachance
Councillor – Montréal
Villeray District

Serge Lajeunesse
Councillor – Montréal
Sainte-Marie District

Pierre Lapointe
Councillor – Montréal
Fleury District

Luc Larivée
Councillor – Montréal
Hochelaga District

Denise Larouche
Councillor – Montréal
Bourbonnière District

Ivon Le Duc
Councillor – Montréal
Honoré-Beaugrand District

Michel Leduc
Mayor – LaSalle

Gérard Legault
Councillor – Montréal
Cartierville District

Robert Libman
Mayor – Côte-Saint-Luc

Normand Marinacci
Mayor – Ville de L'Île-Bizard

William McCullock
Mayor – Lachine

George McLeish
Mayor – Senneville

William McMurchie
Mayor – Pointe-Claire

John W. Meaney
Mayor – Kirkland

Pierre-Yves Melançon
Councillor – Montréal
Côte-des-Neiges District

Marius Minier
Councillor – Montréal
Pointe-aux-Trembles District

Luis Miranda
Mayor – Anjou

Marcel Morin
Mayor – Pierrefonds

Anne Myles
Mayor – Baie d'Urfé

Bernard Paquet
Mayor – Saint-Laurent

Pierre Paquin
Councillor – Montréal
Émard District

Benoit Parent
Councillor – Montréal
Pierre-de-Coubertin District

Colette Paul
Councillor – Montréal
La Rousselière District

Jean-François Plante
Councillor – Montréal
Père-Marquette District

Michel Plante
Councillor – Montréal
Bout-de-l'Île District

Achille Polcaro
Councillor – Montréal
Jarry District

Germain Prégent
Councillor – Montréal
Saint-Henri District

Michel Prescott
Councillor – Montréal
Jeanne-Mance District

François Purcell
Councillor – Montréal
Saint-Édouard District

Marvin Rotrand
Councillor – Montréal
Snowdon District

Nicole Roy-Arcelin
Councillor – Montréal
Jean-Rivard District

Yves Ryan
Mayor – Montréal-Nord

Anie Samson
Councillor – Montréal
Octave-Crémazie District

Jeremy Searle
Councillor – Montréal
Loyola District

Marcel Sévigny
Councillor – Montréal
Pointe-Saint-Charles District

John A. Simms
Mayor – Montréal-Ouest

Claire St-Arnaud
Councillor – Montréal
Longue-Pointe District

Paolo Tamburello
Councillor – Montréal
Saint-Michel District

Richard Théorêt
Councillor – Montréal
De Lorimier District

Nicole Thibault
Councillor – Montréal
Étienne-Desmarteau District

Bill Tierney
Mayor – Sainte-Anne-de-Bellevue

Peter F. Trent
Mayor – Westmount

Jérôme Unterberg
Mayor – Outremont

Frank Venneri
Councillor – Montréal
François-Perrault District

Gerry Weiner
Councillor – Montréal
Peter-McGill District

Peter B.Yeomans
Mayor – Dorval

Saulie Zajdel
Councillor – Montréal
Victoria District

Frank Zampino
Mayor – Saint-Léonard

Members of the Executive Committee

Councillor
Montréal
Chair of the
Standing Commission
on Administration
and Finance

Mayor
Montréal-Nord
Chair of the Standing
Commission on
Public Security

Mayor
Verdun
Chair of the Council

Mayor
Montréal
Vice-chair of the Council

Councillor
Montréal
Chair of the
Standing Commission on
Environment Quality

Councillor
Montréal
Vice-chair of the
Standing Commission
on Planning

Councillor
Montréal
Chair of the
Standing Commission on
Economic Development

Mayor
Pointe-Claire
Vice-chair of the
Standing Commission on
Environment Quality

Mayor
Saint-Laurent
Chair of the
Standing Commission
on Planning

Councillor
Montréal
Vice-chair of the
Standing Commission
on Public Security

Mayor
Westmount
Vice-chair of the
Standing Commission
on Administration
and Finance

Mayor
Dorval
Vice-chair of the
Standing Commission on
Economic Development

Administration and Finance Commission

Chair
Jean E. Fortier

Vice-chair
Peter F. Trent

Members
Serge-Éric Bélanger
Ricardo Hrtschan
(effective as of April 19, 2000)
Sylvain Lachance
William McCullock
Jérôme Unterberg

Planning Commission

Chair
Bernard Paquet

Vice-chair
Giovanni De Michele

Members
Hasmig Belleli
Jacques Cardinal
Aimé Charron
Luis Miranda
Colette Paul

Economic Development Commission

Chair
Gérard Legault

Vice-chair
Peter B. Yeomans

Members
Roy Kemp
Yvon Labrosse
Anne Myles
François Purcell
Saulie Zajdel

Environment Quality Commission

Chair
Jacques Charbonneau

Vice-chair
William McMurchie
(effective as of February 16, 2000)

Members
Robert Libman
Normand Marinacci
(effective as of February 16, 2000)
Michel Plante
Anie Samson
Bill Tierney

Public Security Commission

Chair
Yves Ryan
(Vice-chair until December 20, 2000)

Vice-chair
Claire St-Arnaud
(Chairperson until November 26, 2000)

Membres
Irving L. Adessky
Serge Lajeunesse
Marcel Morin
Benoît Parent
Samir Rizkalla -
Québec government representative

Members of the Arts Council

Chair
Maurice Forget,
Montréal

Vice-chairs
Robert Kouri,
Pointe-Claire

Chantal Thomas,
Outremont

Treasurer
Robert Juneau, CA*

Members
Rose-Marie Arbour,
Montréal

Ovide T. Baciu,
Roxboro

Henri Barras,
Montréal

Michel Cartier,
Montréal

Naïm Kattan,
Montréal

Gilbert Lepage,
Outremont

John W. Meaney,
Kirkland

Joyce Millar,
Lachine

Renée Noiseux-Gurik,
Outremont

Émile Ollivier,
Montréal

Anne-Claire Poirier,
Outremont

Denis Regnaud,
Montréal

Françoise Sullivan,
Montréal

Janine Sutto,
Montréal

Bill Tierney,
Sainte-Anne-de-Bellevue

Director General and Secretary
Jacques Cleary

* Automatic membership – MUC Treasurer

Members of the Administrative Council of the MUC Transit Corporation

Chair
Frank Zampino

Vice-chair
Pierre-Yves Melançon

Members
Ovide T. Baciu
Vera Danyiuk
Jean-Guy Deschamps
Yves Leblanc
John W. Meaney
Ginette Marotte
Achille Polcaro

Director General
Jacques Fortin

Members of the Advisory Committee on Intercultural and Interracial Relations

Chair
Alain Jean-Bart

Vice-chair
(position vacant)

Members
Djénane Boulad
Anna Campagna
Nicole Cardinal
Pascual Delgado
Honey A. Dresher
Nick Franceschini
Myrna Lashley
Alix Laurent
Edith Mukakayumba
Saôde Savary
Anca Tismanariu

Management Staff

Director General
Claude Léger, Eng.

Air and Water Purification
Dr Jean Troalen, V.M.

Corporate Affairs
Daniel Malo

Emergency Preparedness Centre
Jean-Bernard Guindon

Food Inspection
Dr Jean Troalen, V.M.

Human Resources
Jacques Robillard

Information Technology Management
Daniel Malo

Land Planning and Development
Jacques-Errol Guérin

Legal Services
Jacqueline Leduc

9-1-1 Emergency Centre
Richard Boyer

Taxi Bureau
Richard Boyer

Technical Support
Serge Allie

Treasurer
Robert Juneau, CA

Valuation
Jean Bélanger

Wastewater Treatment Plant
Réjean Levesque, Eng.

Police

Director
Michel Sarrazin

Constabulary Branch
Robert Montanaro,
Deputy Director

Investigation Branch
Richard McGinnis,
Deputy Director

Administrative Support Branch
René Mathon,
Interim Assistant Director

Planning, Strategic and Budgetary Orientation and Research and Development Division
Diane Bourdeau,
Assistant Director

Corporate Affairs Division
Michel Beaudoin,
Assistant Director

Secretariat

Secretary
Nicole Lafond

Internal Auditing

Auditor
Gaétan Foisy

Arts Council

Director General and Secretary
Jacques Cleary

Territory

The Montreal Urban Community (MUC) is a public organization whose territory comprises the 28 municipalities (*Ville de Saint-Pierre* having merged with Lachine on January 1, 2000) of the *Île de Montréal, Île Bizard* and *Île Dorval*, with a total population of 1,795,844.

The Community covers 49,900 hectares, or 499 square kilometers. Approximately 85% of the territory have been designated for housing; commercial and industrial activity; public institutions; parks; roads, and other transportation infrastructures.

Organizational Structure

A Council and an Executive Committee administer the Community, which is a corporation endowed with the general powers conferred upon such corporations by law.

The 79-member Community Council includes the Chairperson of the Executive Committee, the mayor and councillors of the City of Montréal, and the mayor of or a delegate from each member municipality – except for the Town of Dorval Island, which is represented in Council by the Mayor of the City of Dorval.

Council decisions require a double majority vote by representatives of the City of Montréal and representatives of the other member municipalities. Council exercises community powers. The 13-member Executive Committee, with its Chair and two Vice-Chairs is responsible for the administration of Community affairs.

The Chair, elected from among Council members, must resign from his or her post on any municipal council prior to assuming office. The 12 other members of the Executive Committee include the Chair and Vice-chair of Council, as well as the Chair and Vice-chair of each of the five Standing Commissions of Council, to wit:

- Administration and Finance;
- Economic Development;
- Environment Quality;
- Planning;
- Public Security.

Duties

The Community is responsible for activities in the following areas:

- valuation of residential and business property in each of the member municipalities;
- drafting of a master development plan;
- creation and development of green spaces (nature parks);
- improvement of air quality;
- food inspection;
- wastewater treatment;
- mass transit within the territory;
- public security;
- economic development;
- regulation of the taxi industry;
- coordination of emergency measures.

The Community is also vested with lawful powers in the following domains:

- pick-up and recycling of waste;
- improvement of the aquatic environment.

In addition, the Community assumes an active role in cultural endeavours through the Arts Council.

The Montreal Urban Community Transit Corporation (MUCTC), a separate corporation with close legal ties to the Community, operates the Métro and mass transit surface systems. The Community therefore approves the annual budget and three-year capital expenditure program of the MUCTC. Operating deficits are charged to member municipalities. Furthermore, MUCTC borrowing regulations and user fares are subject to Community approval. The MUCTC activities are dealt with in a separate report.

Financial Profile

The funds required by the Community to cover annual expenditures and charges relating to MUCTC operations, excluding sundry revenues and grants, are payable by member municipalities in proportion to their respective tax potential.

To discharge its proportionate share of Community expenses, each member municipality must levy a general or special tax based upon the valuation of taxable real estate within the municipality.

Every year, for the MUCTC, the Community is required to adopt a budget for the current year, a capital expenditure program for the upcoming three years, and a three-year capital expenditure program.

The Community budget must include the financing of long-term loans to amortize the cost of capital projects.

Territory Map

Municipalities and Population

MUNICIPALITY	1999*	2000**
Anjou	37,915	37,758
Baie d'Urfé	3,728	3,731
Beaconsfield	19,028	18,906
Côte-Saint-Luc	28,940	28,937
Dollard-des-Ormeaux	48,398	48,127
Dorval	17,320	17,300
Hampstead	6,661	6,605
Kirkland	19,838	19,894
Lachine	35,627	40,053
LaSalle	73,457	73,316
L'Île-Bizard	14,022	13,695
L'Île-Dorval	2	1
Montréal	1,037,205	1,029,828
Montréal-Est	3,373	3,409
Montréal-Nord	82,355	82,188
Montréal-Ouest	5,174	5,088
Mont-Royal	18,293	18,100
Outremont	21,839	21,825
Pierrefonds	54,852	54,502
Pointe-Claire	29,049	28,823
Roxboro	5,715	5,574
Saint-Laurent	76,345	76,342
Saint-Léonard	72,344	71,891
Saint-Pierre***	4,450	------
Sainte-Anne-de-Bellevue	5,228	5,076
Sainte-Geneviève	3,276	3,302
Senneville	897	930
Verdun	60,598	60,521
Westmount	20,153	19,922
TOTAL	**1,806,082**	**1,795,844**

* According to decree D-1347-99
** According to decree D-1434-2000
*** This city merged with Lachine on January 1, 2000.

January

The Community is 30 years old

- January 1, 2000 is the Montreal Urban Community's 30th anniversary.

Two municipalities merge

- *Ville de Saint-Pierre* merges with Lachine, on January 1, bringing the latter city's population to 40,053 inhabitants.

February

Appointment of the evaluator

- On February 16, the Community Council appoints Francine Godin to the position of Valuation Commissioner. She thereby became responsible for drawing up the property valuation rolls of all Community municipalities. Ms. Godin's appointment marks the first time a woman has been appointed as Community Valuation Commissioner.

April

MUC – MAPAQ agreement

- The MUC Council adopts the agreement between the Community and the *ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ)*[1] governing the functioning and financing of the Community's food inspection programs for 2000.

Declaration on intercultural and interracial relations, 10th anniversary

- April 18, 2000 is the 10th anniversary of the signing of the Declaration on intercultural and interracial relations at the Montreal Urban Community. This treatise unequivocally condemns all racism and racial discrimination.

May

The Community and the City of Laval, partners in the environment

- The Community's Environment Service and the City of Laval reached an agreement to cooperate in daily shoreline water-quality sampling and reporting.

July

The discharge of industrial wastewater

- On July 1, ordinance CE 129-2 governing water purifying fees comes into effect and decreases the limit of volume of wastewater discharge into sewers from 150,000 m^3/year to 100,000 m^3/year.

August

A North American first

- The Community Council adopts By-law 87-4, which strives for a reduction of mercury discharge from dental clinics. The Montreal Urban Community is the first regional institution in North America to adopt a By-law of this nature.

September

Triennial valuation roll

- The 2001-2003 triennial valuation roll, tabled on September 13, reveals that the building inventory went down from a 107.2 to 101.7 billion dollars, representing an average 5.1 percent decrease from the previous assessments.

The Québec wastewater treatment program

- September 2000 signalled the end of the Québec government's obligations under its 1971 agreement with the Montreal Urban Community concerning the Québec wastewater treatment program. Under the agreement, the government funded 76.5% of construction cost for interceptors and installations at the Wastewater Treatment Plant.

October

A2 credit rating for the Community

- Moody's publishes a credit analysis of the Community wherein it confirms that it maintains the Montreal Urban Community's credit rating at level A2.

November

MUC intercultural and interracial 4th annual conference

- The Community Advisory Committee on Intercultural and Interracial Relations, in collaboration with the City of Montréal-Nord, organizes its annual conference entitled Cultural Diversity and a Sense of Belonging: The Municipal Challenge.

December

Budget 2001

- The Community Council adopts the Montreal Urban Community's $1,101,904,000 budget for 2001.

Police collective agreement

- On December 19, the collective agreement of the Montreal Urban Community Police Service for the period from January 1, 1999 to December 31, 2002 is signed.

Bill 170 adopted

- On December 20, 2000, the Québec National Assembly adopts Bill 170: An Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec and the Outaouais (2000, chapter 56). This law stipulates that the law governing the Montreal Urban Community end on January 1, 2002.

Industrial fees program

- On December 31, 2000, most of the revenues from the industrial pollution control program, totalling $5,196,944 are reinvested in the Community's Water-Saving Program.

1 Québec Ministry regulating agriculture, fisheries and food

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To direct Community affairs • To represent the Community externally	• Establishing the link between elected representatives and the administration • Personifying and promoting the Corporation's collective and community values	• Participates in activities of the Community's main decision-making bodies • Plays a role in institutions within the Community

The organizational restructuring of the island of Montreal at the municipal level, renewing the collective agreement of the Montreal Urban Community's 4,000 police officers and the deposition of the triennial valuation roll were the major concerns of the Office of the Chair, in 2000. The Community also reached an agreement with representatives of the Professional association of police service management officers on the renewal of their work conditions.

The Office of the Chair also presented briefs on the new Police Act – Bill 86, police and firefighter arbitration, additional retirement plans and municipal reform.

The Office of the Chair kept tabs on the relationship between financing public institutions and the stock market, keeping the Chairperson of the Executive Committee well enough informed to present a conference in February 2000 to the *Institut de la gestion financière sur les finances publiques*.

The collaboration with the Federation of Canadian Municipalities was not only maintained, but also strengthened in April 2000, by holding a conference on organized crime. The Office of the Chair also participated in the May 2000 International Great Lakes and St. Lawrence Mayors' Conference, whose annual reunion took place in Gary, Indiana.

In October 2000, the Chair of the Executive Committee hosted two foreign groups in October alone. The first was a parliamentary delegation from Bavaria, visiting Québec to become better informed about how municipal institutions and structures can function. The second was representatives from Moody's credit agency who came to discuss the Community's financial situation in light of the municipal reform. The president of the Japanese insurance company – Meiji – with which the Community does business also visited.

The Office of the Chair continued its involvement with intercultural and interracial concerns, including naming Alain Jean-Bart as the new Chair of the Advisory Committee on Intercultural and Interracial Relations, and organizing, in conjunction with the City of Montréal-Nord, the Cultural Diversity and a Sense of Belonging: The Municipal Challenge, conference held on November 9, 2000. The Office of the Chair also participated in two days of consultation organized by the federal government on the World Conference on Racism that will be held in Durban, South Africa in the autumn of 2001.

As an institutional member of the Montreal Island Regional Development Council, the Community actively participated in the preparation of the Council's five-year strategic plan. This plan identifies the issues, challenges, vectors, objectives and main actions to be taken in order to foster the region's competitiveness. The Community also took part in the analysis of development projects submitted by various organizations looking for financing. The Community helped redefine the role and functioning of the Montreal Island Regional Development Council, keeping in mind the institutional conjuncture. Lastly, the Community participated in Council working committees on the regional economy, transport, the environment and the municipal consolidation.

CHAIR - Alain Jean-Bart

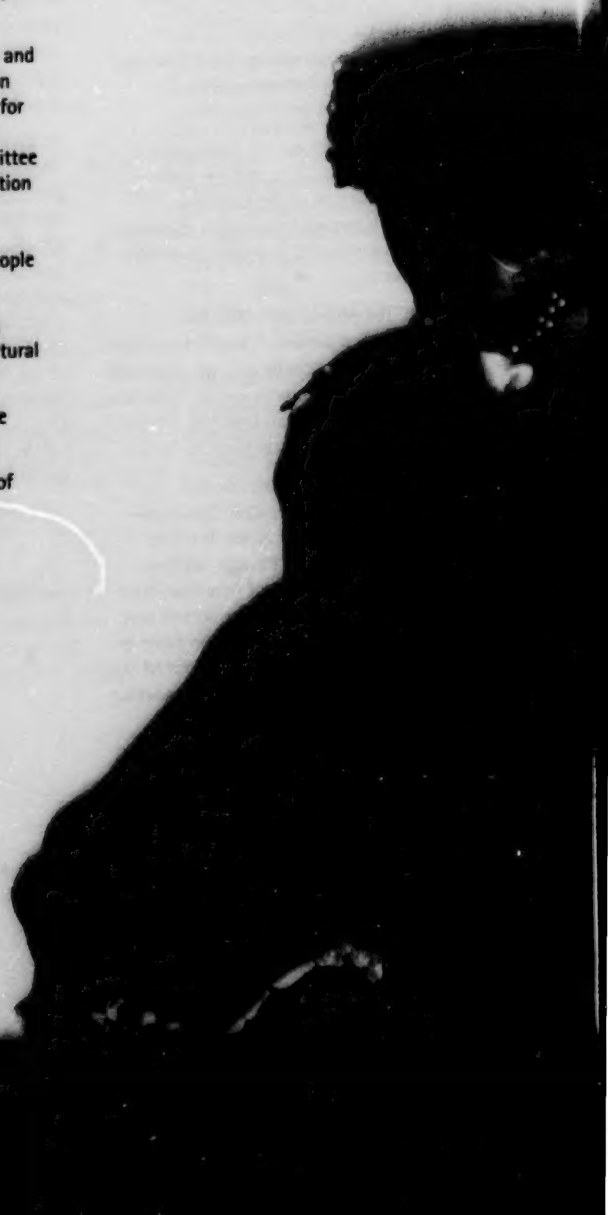
MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To foster tolerance and equality among citizens • To fight racism • To recommend programs and policies in accordance with these values	• Facilitating the integration of minorities • Promoting the territory's pluralistic character	• To establish formal contacts with ethnocultural minority groups • To initiate special events based on its mission • To advise, stimulate and support the Community and its bodies in the area of racial integration

Interracial and intercultural relations are a responsibility of the Office of the Chair of the Executive Committee and the Corporate Affairs Division, which also provides administrative support to the Advisory Committee on Intercultural and Interracial Relations.

In February 2000, the Executive Committee approved the posting of the new Chairperson, Alain Jean-Bart, for a two-year mandate.

On June 4, the Advisory Committee on Intercultural and Interracial Relations received an honourable mention during awarding of the interracial relations awards for the annual Congress of the Federation of Canadian Municipalities. On November 9, the Advisory Committee organized its fourth annual conference in collaboration with the City of Montréal-Nord. The conference, Cultural Diversity and a Sense of Belonging: the Municipal Challenge, brought together over 200 people in Montréal-Nord's recreation centre in order to:

- increase the dialogue between Montréal-Nord's different sources of immigration to its ethnocultural communities,
- examine the integration challenges between the citizens and majority population,
- underscore the contributions of various waves of immigration, and
- analyze the dynamic of civic participation in the milieu.



MISSION	COMPOSITION	FREQUENCY
• To act at the request of Council and the Executive Committee • To study various issues and provide recommendations	• 7 members of Council (maximum) • A balanced representation of Montréal and its suburbs • 1 chair, 1 vice-chair (co-opted)	• ± 4 statutory meetings/year plus working meetings

2000, the Standing Commissions of Council held 15 sessions. The main topics were:

dministration and Finance Commission

In September, the Valuation Service submitted the 2001-2002-2003 valuation roll, which revealed that the property value of the territory had declined from $107.2 billion to $101.7 billion – an average drop in value of 5.1% over the previous rolls. The residential market has come back and is in fact progressing, while the non-residential market has stabilized for all categories of high-end buildings and is coming back for the other sectors.

Planning Commission

During the year, four By-laws concerning modifications to the urban development plans were submitted for public consultation. By-laws 89-39 and 89-40, modifying the map of vocations and land occupation densities as per the request of the City of Saint-Laurent, were passed, as was By-law 89-42, governing the creation of the Bois-d'Anjou nature park. As for By-law 89-43, concerning the identification in the plan of the Latin Quarter on the West Island in Sainte-Geneviève, supplementary notices are required before any decision can be made.

In October, the progress of the nature park network's management process, including the management tools developed and used for the preservation of this collective heritage, was explained.

Environment Quality Commission

After public consultation, a modification to By-law 90 regulating air purification was proposed to Council. The modification was aimed at exercising a more exacting control over atmospheric emissions from a new manufacturing plant that uses oxidation for creating organic products in the eastern sector of the territory. Other changes to this By-law were presented in December, in anticipation of another public consultation. These changes were technical fine-tuning to facilitate applying the By-law, strengthen the control of mercury content, regulate the incineration of sludge from the wastewater treatment plants and manage fugitive emissions.

When the results from the pollutant-measuring tests of wood-burning appliances in Rivière-des-Prairies were available, a recommendation was made to the provincial government to regulate the sale of certified less-polluting devices, and institute a program to encourage trading-in and replacing wood-burning devices that pollute the atmosphere.

By-law 87, governing the wastewater disposal in sewer systems and waterways, was amended to control mercury and its source. By July 1, 2002, dentists' clinics will be obligated to have installed amalgam separators and to keep them in good operating order.

Two recommendations were made concerning the transportation of combustible MOX and its use in Canadian CANDU reactors. The Community demanded to be informed of the government's intentions and asked for the cessation of both the military plutonium elimination project and the Canadian Atomic Energy Agency's research project.

Public Security Commission

In May, the Police Service submitted the 1999 report of activities, reflecting a 5.5% decline in criminality relative to 1998. Amongst other statistics, those concerning automobile chases, the utilization of capsicum, training and the professional code of ethics were revealed.

The Service also revealed the results of the population poll made in February 1998, after the installation of the Neighbourhood Police Stations in the northern and eastern sectors of the territory. The poll outlined the citizens' overall levels of satisfaction since the institution of the neighbourhood police, and the principal areas that would benefit from improvement.

Economic Development Commission

In October, a By-law developed jointly with the towing industry, concerning roadside assistance and towing, was proposed by the Taxi Bureau. The main thrust of the By-law was to control the mad rush on the territory and to facilitate greater control over the process, thus protecting the safety and rights of citizens. Because there were reservations concerning the costs inherent in training for and controlling this activity, a decision has not been made as of this writing.

DIRECTOR GENERAL - Claude Léger, Eng.

General Management

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To administer Community business under the authority of the Executive Committee • To exercise authority over department directors (except the Secretary, the Internal Auditor and the Director of the Police Service)	• Ensuring the effective use of human financial and material resources in conformity with the Executive Committee's orientations and decisions • Ensuring harmonious inter and intra-community integration including the interface between the Executive Committee and service directors	• Coordinates intra-management interaction mechanisms • Coordinates departmental budget estimates

The following were amongst the corporate objectives based on the values of our organization that were established at the beginning of 2000.

- *To maintain the efforts undertaken to increase efficiency and maximize the utilization of human, material and computer resources.* At the budgetary level, this target was achieved by the anticipated surplus of some $25 million in 2000, and the establishment of a slightly higher budget in 2001 that is nevertheless lower than the rate of inflation. Personnel numbers remained stable except for the Police Service, wherein it was decided to increase the average number of personnel anticipated.

- *To continue establishing mechanisms for evaluating clients' needs and to take the appropriate measures to increase their level of satisfaction.* To this end, many services acquired client-service evaluation mechanisms, including the Technical Support Service, the Nature Parks Division and the Wastewater Treatment Plant. The respective managers are constantly striving to offer excellent service to their clientele.

- *To acquire business-results indicators and to compare ourselves to other organizations.* Whether it be the Police Service, the Treasury, the Wastewater Treatment Plant, the Valuation Service or the Food Inspection Division, this concept of tangible comparison and performance evaluation by setting up indicators is being carefully monitored by each service's management.

Certain dossiers required a considerable amount of attention, particularly those dealing with the organization's development. For example, it is worth underlining, the Information Technology Management Division assuming management of all the Police Service computer-related activities, the modernization of the Valuation Service infrastructure and the continuing development of the performance-management program of civilian executives by identifying key competencies for the organization.

Some of the more significant accomplishments in the field of human resources management were the conclusion of the collective agreement of the Community's police officers, agreements with unionized employees about the modalities for using the actuarial surplus from the pension funds, and the finalization of the white-collar employees productivity committees' dossiers.

The year 2000 was also distinguished by the finishing touches having been put on the new headquarters of the Police Service at 1441, Saint-Urbain Street.

All preparations for the Y2K bug also seem to have borne fruit, inasmuch as the transition went smoothly, much to the satisfaction of all.

On the following pages, the reader will find more detailed information about the many accomplishments in each of the organization's areas of expertise and responsibility during the year 2000.

THE ORGANIZATION'S VALUES:

The Montreal Urban Community is a **client-centred, results oriented, cost-conscious** service institution with **accountable, visionary** management, cooperating with their staff in an **ethically based** work environment grounded in **respect** for the individual.

Administrative Support Services

DIRECTOR - Daniel Maio

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To update and distribute corporate information • To assess organizational performance	• Maintaining the Community's image (internally and externally) • Maintaining the Community's communication capabilities (quality of tools, communication integrity)	• Managing the Community's internal newsletter *Le Tour de l'Île*, and corporate communications • Providing support to the Advisory Committee on Intercultural and Interracial Relations • Updating corporate management information

In keeping with the Intranet/Internet team's sphere of operations, these computer experts were transferred from the Corporate Affairs Division to the Information Technology Management Division.

Communications

During the year 2000, the communications sector of the Division performed an exhaustive historical research of the events that influenced the 30 years of Community history and published a brochure that was launched during an exposition on the subject in December.

Twenty-six issues of the internal newsletter *Le Tour de l'Île* were published, including seven reports on as many Community Services and one special issue for the 30th anniversary of the Community.

One of the communications sector's activities was the organization in collaboration with the Wastewater Treatment Plant and Environment Canada's Biosphere, of the Water-Saving Week. Another was the participation with the Emergency Preparedness Centre in elaborating a disaster-training program for communications reserve personnel. The sector also supported the Valuation Service in the extremely sensitive dossier wherein the property valuation rolls for the Community's 28 municipalities were submitted.

Various press campaigns, including the follow-up on the waterway-quality network and the air-quality network, were organized. Amongst the communiqués that the sector wrote were those concerning the transport and use of combustible MOX and others about mercury discharged from dental clinics, which were distributed by the Environment Service's Air and Water Purification Division.

The communications sector also collaborated in training about 20 spokespersons and conceived various communications strategies for the Air and water Purification and Food Inspection divisions.

The sector also continued taking the inventory of and codifying the Wastewater Treatment Plant photographic library and updated the Plant's audiovisual documents, as well as collaborating in writing a video for the *Musée de la Station de pompage d'Youville* at the *Pointe-à-Callière* museum.

Lastly, the communications sector organized the Community's participation in *"Jour V"* of the *Tour de l'Île cycliste* and updated historical data on the Community's Internet site.

Intercultural and interracial relations

On November 9, the Advisory Committee on Intercultural and Interracial Relations organized its fourth annual conference conjointly with the City of Montréal-Nord. This conference, entitled Cultural Diversity and a Sense of Belonging: The Municipal Challenge, assembled over 200 people in the city's recreation centre.

DIRECTOR - Daniel Malo

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To support the business needs of all Community departments by providing computer expertise and services • To advise the Community on technological development and corporate information management	• Ensuring continuous cost-effective and efficacious computer services • Ensuring compatibility and convergence of the various technological platforms • Facilitating a holistic vision and global planning of human resources and budgetary information	• Developing employee mobility and versatility towards information technology (IT) systems • Managing computer systems and their component parts to minimize utilization costs • Developing and maintaining software

In May 2000, the Information Technology Management Division concluded its final client-service agreement of the series undertaken since 1999. This agreement with the Police Service, which established information-management parameters as well as the budgets and services being provided to the police, resulted in 43 employees being transferred to the Division in August.

The Information Technology Management Division has had 110 employees since the Corporate Affairs Division' Intranet/Internet team joined the Service's ranks this year.

In October, with the Executive Committee's approval, the Division rearranged its organizational structure to permit a more effective global management of the Community's information technology. In order to optimize all the computer resources, the reworked structure created new sections regrouping employees according to their area of expertise. It also involved the revision of tasks, roles and responsibilities of management personnel at the Division, as well as their being appointed to new positions.

Principal projects that the Division accomplished this year for its clients:

Police Service[1]

- Signing a contract to write computerized integrated-telecommunication systems (SITI 2 or *systèmes informatisés de télécommunications intégrées*): mobile workstations, computer-assisted distribution systems (RAO or *répartition assistée par ordinateur*) and a wireless telecommunication network;
- Development of a new automated criminal-information system (SARC or *système automatisé de renseignements criminels*);
- Replacing the computerized identification-management system (SIGI or *système informatique de gestion d'identification*);
- Using the "3590" technology to replace the "3480" maxi-computer back-up technology and reallocating Windows NT servers to consolidate computer resources.

Valuation Service

- The completion of an opportunity evaluation, a preliminary analysis, a job specification document and a contract with a consulting firm in anticipation of acquiring a new municipal evaluation computer system.

Air and Water Purification Division

- Completing the architecture of the Division's computerized activities management system.

Wastewater Treatment Plant

- Developing and deploying the MAXIMO software package *(stock, supply and maintenance management system)*;
- Significant improvements to the reliability and efficiency of the plant's computer infrastructure.

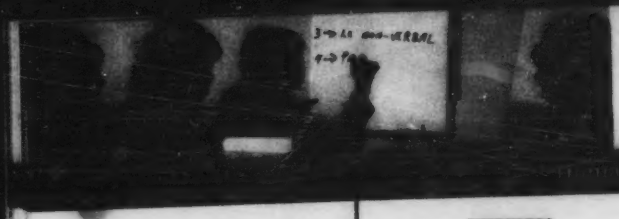
Treasury Service

- Development of the "Vision" budgetary system.

Taxi Bureau

- Remodelling the computer system.

1 These projects were mainly the responsibility of the Police Service's Information Technology Division in 2000, but have now been taken over by the Information Technology Management Division



DIRECTOR - Jacques Robillard

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To advise the Director General and the managers on human resource management	• Adapting human resource management to the Services' operational realities • Promoting management autonomy	• Recruitment, selection, training, classification and personnel remuneration programs • Employee assistance, respect of individual rights and health and safety programs • Collective agreement negotiations, employee relations and communication with unions • Organizational analysis programs

Several corporate dossiers in the work-relations domain were concluded, thanks to white-collar productivity meetings, resulting in a reduction of work force costs and work-hour agreements that permit greater management flexibility. The Division also reached an agreement with union partners on the modalities for using the actuarial surplus in the retirement programs.

The negotiation and subsequent awarding of a collective insurance contract with a new insurer guaranteed cost-containment while safeguarding employee benefits.

Organizational development also evolved favourably with an important collaboration during the restructuring of certain Services including both the Treasury and the Information Technology Management Division. Such collaborations were also instrumental in revising several business procedures, notably in the Police Service.

The institution, for management staff, of a remuneration program based on performance was completed. A productivity management process accentuating the development of required competencies was subsequently initiated, but not completed within the year.

At the same time, the Division provided over 68 days of training, handled 1,397 salary-insurance or work accident claims and held 52 selection competitions for which notices were all posted on Intranet and the Internet.

SECRETARY - Nicole Lafond

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To manage the Community's executive obligations • To provide corporate support to the decision-making bodies	• Ensuring the integrity of the decision-making process • Supervising the application of the Act respecting Access to documents held by public bodies and the Protection of personal information	• To assist Council, the Executive Committee, the Standing Commissions and other bodies in their tasks • To disseminate official documents • To handle and preserve the archives • To deal with requests for access to information

In 2000, the computer-assisted system for managing documents critical to the decision-making process (GDD or *gestion des dossiers décisionnels*) got up to speed. From now on, the approximately 1,500 requests submitted annually by the services to the Executive Committee and the Community Council are part of the store of electronic information accessible online. These data include resolutions certified by the treasurer as well as meeting agendas and minutes. Public documents are available on both Intranet and Internet. Other information, such as the administrative acts delegated to human resources bureaucrats are now processed using this software.

A pilot project to test the performance of an integrated computerized document management system (GED or *gestion électronique des documents*) was launched this year, with a view to providing this software to all services. A tender for the acquisition of the computerized management of electronic and paper document GIDEP system *(gestion informatisée des documents électroniques et papier)* was called in December.

This year, 1,231 Executive Committee and Council dossiers were processed, producing 829 resolutions, 19 by-laws and 129 follow-ups. The Standing Commissions had 15 public sittings and processed 231 dossiers. The Retirement funds management committees studied 333 dossiers and adopted 219 resolutions. The Secretariat coordinated 25 public tender openings for which 182 bids were received.

The Service also treated 586 requests for access to documents.

In terms of document management, 1,605 documents were analyzed and 2,838 searches were carried out.

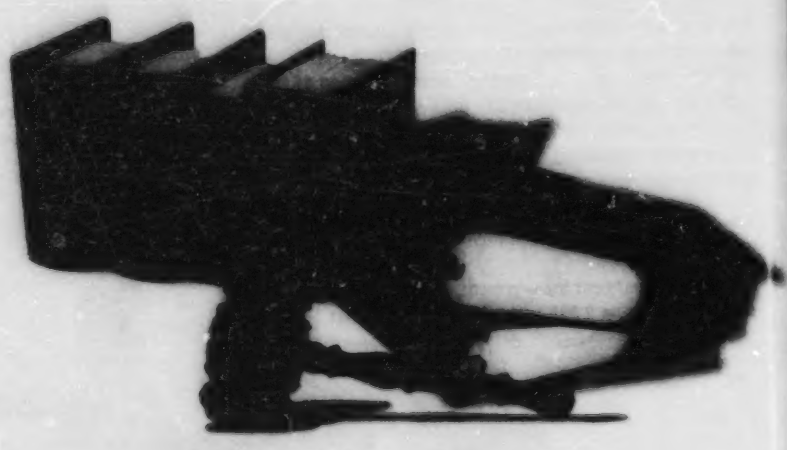
DIRECTOR - Jacqueline Leduc

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To contribute legal services, judicial liability assessment and claim expertise within Community jurisdiction	• Providing permanent protection for the Community's rights, and respect of its obligations	• Ensuring the defence of the Community's rights • Providing counsel in legal matters

1,678 of the 2,260 active operational files were opened in 2000.

The Community paid out $267,239 in capital costs, additional indemnity, interest and expenses related to civil suits totalling $1,736,793 in capital.

It also paid out $29,173 in capital costs and expenses for out of court settlement of claims totalling $3,990,413 in capital. The Legal Services Division recovered $229,814 in unpaid accounts, mostly from applying By-law 128 governing the charging of fees for goods, services and activities related to police interventions from unfounded alarms, and from By-law 129 respecting the rate structure relating to the treatment of industrial wastewater.



DIRECTOR - Serge Allie

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To provide expertise and services for support activities	• Ensuring a continuous, effective supply of services at the lowest cost	• Managing telephone services, printing, office supplies and buildings • Carrying out real estate projects (rental and construction) • Supervising the tender process

In January 2000, the Real Estate Project Section of the Real Estate Management Division, began the renovation and construction of the new Police Service headquarters at 1441, Saint-Urbain Street in Montréal. This nine-story, 143,000 square-foot building was to house the administrative units of the Police Service starting in February 2001.

The Real Estate management Section prepared and adapted the maintenance specification documents for the equipment and services required by the future headquarters, which the Section was to take charge of upon the occupation of the headquarters.

The Telephone Systems Module was recruited to prepare the relocation and installation of the Police Service administrative unit's communications systems in preparation for their move to the new headquarters.

The Purchasing Division prepared and awarded contracts worth approximately $18,500,000 of which $8,895,000 were part of the cooperative purchase program.

The Printing Section continued its copying-equipment modernizing program that it had undertaken in 1999, once again improving its response capacity for internal clients.

DIRECTOR - Robert Juneau, CA

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To maintain the cash flow necessitated by Community activities	• Guaranteeing the quality of forecasted financial statements • Providing efficiency and synergy for management systems	• Preparing the budget • Controlling revenues, expenses, salaries, and account payments • Certifying the availability of credits • Collecting receivables • Managing financing and payrolls

In March 2000, the Treasury Service produced the audited annual financial statements of the Montreal Urban Community and the retirement funds. External auditors gave an unreserved opinion on the financial statements.

The Treasury completed three long-term financing transactions in 2000. Firstly, public bond issuances on the Canadian capital market permitted a $115 million loan for periods varying from three to ten years. Secondly, having reimbursed a 4.25 billion Japanese yen loan, the Community refinanced 2.75 billion Japanese yen (approximately equivalent to 36 millions dollars) for a seven-year period.

Moody's published a credit analysis of the Community in October 2000, in which it confirmed that it maintains the Community's credit rating at level A2.

In close collaboration with all the services, the Treasury developed and integrated a new budget-planning and management system geared towards supporting all the processes involved in budget preparation and management. Deploying this software package was another step on the path leading to the Community possessing a fully integrated management system. The Service also launched a computerized long-term-debt management system.

The Treasury tabled the 2001 budget in keeping with the budget committee's directives. This $1,101,904,000 budget, which included a $15.4 million increase (1.9%) – lower than the inflation rate – was adopted on December 13, 2000.

The Treasury is also mandated to manage the retirement fund assets of the Community's management staff and unionized employees. A new policy of common investment for both funds was adopted. The combined value of the two retirement funds reached $580 million on December 31, 2000.

In terms of fringe benefits, the Service began modifying the retirement plans of management staff and unionized employees, and started to send all retired civil employees of the Community retroactive pension payments. Retroactive salary payments were also made to school-crossing guards and management staff, this year.

There were also changes to administrative management: the activities and organizational structure of the Treasury were modified, mainly in order to consolidate client service objectives targeted since 1997 and to reinforce financing and investment functions. The responsibilities tied into pensions were regrouped, while those related to debt control were consolidated with other financial control activities. Administrative functions were centralized in the Office of the Treasurer and additional responsibilities were made incumbent on the Service managers.

DIRECTOR - Gaétan Foisy

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To ensure that the Community's activities (except the MUCTC's) are managed efficiently and effectively To protect the Community's assets (except the MUCTC's)	• Protecting the public's interests • Protecting the Community's integrity and interests	• To examine departmental bookkeeping • To examine financial, administrative and operational procedures

In the course of 2000, the Division submitted 10 auditing reports as well as annual debt payment certificates to the provincial government concerning the *Métro* and waste-water treatment.

Of the 10 dossiers finalized in 2000 and presented to the auditing committee, three concerned the Police Service; one, the Land Planning and Development Service; one, the Human Resources Division; one, the Treasury Service; and four, each concerned more than one service. The principal audits dealt with expense accounts and representation costs, managing the police services pre-retirement time bank, the modalities of paying informants, and the payroll.

30 years Serving the people

Citizen Services

DIRECTOR - Richard Boyer

MISSION	STRATEGIC IMPORTANCE	SELF-FINANCED ACTIVITIES
• To instigate improvements to client service • To oversee compliance with the law and By-laws governing the taxi industry	• Standardizing taxi service • Contributing to the territory's positive image	• Administering tests and issuing work permits • Dealing with industry and client complaints • Functioning under the aegis of the SAAQ (for permits and registration)

In 2000, the Taxi Bureau conducted 109,822 counter transactions with its varied clientele.

The Bureau is also mandated by the *Société de l'assurance automobile du Québec (SAAQ)* to renew drivers' licenses and health insurance cards as well as to issue license plates. The clientele using these services increased by 7.9% this year.

Major renovations of the Taxi Bureau's offices were carried out in the autumn of 1998, much to the benefit of client services. The changes included a waiting line management system that facilitated precise measurements of different indicators related to client service. This allowed the Bureau to determine that the average waiting time at its service counter is about six minutes – considerably less than at other SAAQ service centres in the metropolitan region.

With respect to monitoring regulated activities, the Bureau continued its vehicle inspection program, inspecting 24,262 vehicles this year, and stepped up efforts to ensure that drivers conformed to applicable regulations. The Bureau also reinforced efforts to stop illegal rider pick-up and cab cruising at Dorval Airport – resulting in 1,402 interventions in 2000.

The Taxi Bureau's computer system was completely revamped, both at the client service and vehicle inspection levels. The new system, based on the Oracle platform, was launched in May 2000.

The Taxi Bureau, in collaboration with the Community's Legal Services Division, trained 85 members of the territory's taxi services' discipline committees. Since the adoption of modifications to By-law 97, in February 2000, members of the service associations' discipline committees must follow a one-day course in disciplinary law.

During a public hearing of the Standing Commission on Economic Development, in October, the Bureau presented a By-law governing vehicle towing on Community territory.

Throughout the year, the Taxi Bureau also took part in different stages of the reform of the Act respecting transportation by taxi, which is being effectuated by the *ministère des Transports du Québec*[1].

In cooperation with its main partners, the Bureau this year taught some 515 drivers the principles of client-centred techniques and a basic knowledge of regional tourist attractions, as part of the Taxi Ambassador course. Participation in this program is mandatory for drivers offering their services at the *Casino de Montréal* and at Dorval airport. On December 31, 2000, over 3,800 taxi drivers – representing a full 40% of the work permits on Community territory – had one of these permits.

Finally, a benchmarking study showed that the Community's Taxi Bureau was in first place amongst eight large Canadian cities for having the lowest annual cost of renewing and transferring taxi permits, putting it ahead of Ottawa, Mississauga, Toronto, Winnipeg, Calgary, Edmonton and Vancouver in this respect.

1 Québec Ministry governing transportation

DIRECTOR - Jean-Bernard Guindon

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To coordinate emergency measures partners in major emergencies • To help the municipalities improve their emergency preparedness during and after major disasters	• Ensuring a response to the municipalities and maintaining contact with Québec's *Securité civile*	• Creating partnerships during the four phases of an emergency: prevention, preparation, intervention and recovery • Analyzing the major risks that could affect the territory

he Emergency Preparedness entre Reorganization

he first half of the year was characterized by a sigh of relief from all the people involved in emergency preparedness for Y2K, the greatest challenge of which was to maintain the interest of all partners. The Emergency Preparedness Centre Division profited from the occasion to plan its internal reorganization and involve a strategy to keep up the momentum that had developed towards the end of 1999.

Risk Analysis

Municipal managers must now face climatic catastrophes, whether they be coincidental or the result of profound environmental changes, since such occurrences are multiplying on the island, as elsewhere.

The Centre therefore distributed, to the municipalities most at risk, the results of a study of major and exceptional flooding on the Montreal archipelagos to improve their understanding of the paramount importance of the risks and dangers of such an event. The Centre also distributed the results of studies on the risks engendered by rail transport of dangerous materials such as MOX (Russian plutonium used as a combustible material) on Community territory. The consequences of an earthquake on certain buildings that would be a priority in emergency were also studied.

Concern over the risks of a plane crash on Community territory led to the creation of a committee comprising emergency teams and specialists. The committee is mandated to draw up an inter-organizational agreement in order to ensure smooth coordination in the eventuality of his sort of disaster.

ne Centre also took part in organizing the Centauri 2000 ntiterrorism exercise.

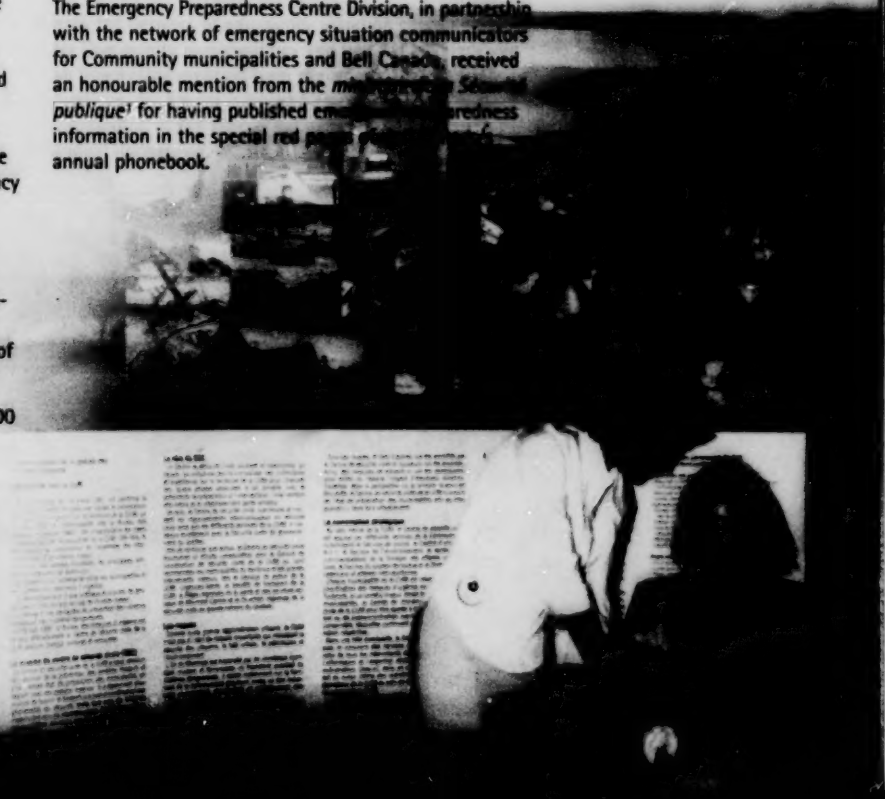
Overall State of Preparation

The emergency situation specialized-intervention project for people with a disability or limited mobility became reality thanks not only to the support of several personalities such as Québec's Lieutenant Governor, the Minister responsible for Public Security and the Minister responsible for Families, but also to grants totalling over $80,000.

New agreements to ensure the sharing of resources in the event of a major disaster were signed with municipalities in the eastern, central and western sectors of the Community.

A new humanitarian organization committee was created for the Community in 2000. Thus, some 100 national and local organizations, comprising thousands of volunteers and a significant amount of material resources, are now directly linked to the municipalities in the event of an emergency.

The Emergency Preparedness Centre Division, in partnership with the network of emergency situation communicators for Community municipalities and Bell Canada, received an honourable mention from the *mi[illegible] Sécurité publique*[1] for having published em[illegible]redness information in the special red p[illegible] annual phonebook.



[1] Québec Ministry responsible for Public Security

DIRECTOR - Richard Boyer

MISSION	STRATEGIC IMPORTANCE	SELF-FINANCED ACTIVITIES
• To assure the public of a quick response during emergencies and provide the appropriate solutions	• Ensuring a uniform handling of emergencies throughout the Community • Providing increased effectiveness by transferring calls to the appropriate emergency service organization	• Managing calls through the sort and target method • Coordinating secondary interventions

In 2000, 9-1-1 Emergency Centre Division personnel took 1,262,862 calls, of which 96.67% were answered within six seconds (the length between rings). For the second year in a row, the average call treatment time was 47 seconds.

No less than 140 visitors from Canada, the United States, South Africa, Brazil, Slovakia, Poland, Romania, the Czech Republic, Indonesia and Australia visited the call centre to get a closer look at its cutting-edge technology.

In March 2000, the director of the 9-1-1 Emergency Centre was invited by the Colombian government to speak at its National Forum on Automatic Emergency Systems conference in Bogotá, in order to contribute to that country's study on the possibility of establishing a three-digit emergency number there.

The Centre continued to revise its course modules that are used to train call-sorting personnel. Consequently, the contents of the telephone operation and client-service courses were completely revised and transferred to multimedia CD-ROMs.

During 2000, the 9-1-1 Emergency Centre, as a member of the *APCO Montréal 2004* organizing committee, pursued its promotional activities in order to guarantee the greatest number of participants for the Congress of the Association of Public-safety Communications Officials International (APCO), which has over 14,000 members all over the world. The Congress, which is to be held in Montréal in 2004, ought to generate economic benefits evaluated at over $13 million for the region.

Environment Service

DIRECTOR - Dr Jean Troalen, V.M.

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To monitor and improve the quality of air and the aquatic environment • To protect people, their property and their environment from pollution and nuisances To protect the wastewater treatment equipment	• A single organization providing uniform environmental standards throughout the Community • Distinctive responsibility ensuing from the Community's concentration of residences and industries producing a major, unparalleled impact on the province of Québec	• Controlling atmospheric emissions • Controlling the discharge of wastewater into sewage systems and waterways

'n July 1, 2000, ordinance CE 129-2 on the wastewater ee structure brought the limit of industrial wastewater ischarged into the sewage system from 150,000 m³/year to 100,000 m³/year. On August 16, 2000, Council approved By-law 87-4 governing disposal from dental clinics, thus embodying the Community's intention to enforce at-source reduction of mercury in its sewers. By-law 90-5, which came into force on August 24, 2000, adds a new process related to the production of certain organic materials to the list of activities wherein atmospheric emissions are specifically regulated.

The Division actively participated in the segment of the *Bureau d'audiences publiques sur l'environnement's*[1] mandate dedicated to the opening of a major business in eastern section of the island. Division personnel also took part in various committees: the Standing Committee on Community Wastewater Follow-Up, whose priority in 2000 was the problems created in their waterways by overflowing sewers; the St. Lawrence Vision 2000 Action Plan, which targeted toxic effluents in sewers; and the Committee on Wood-Burning Pollution.

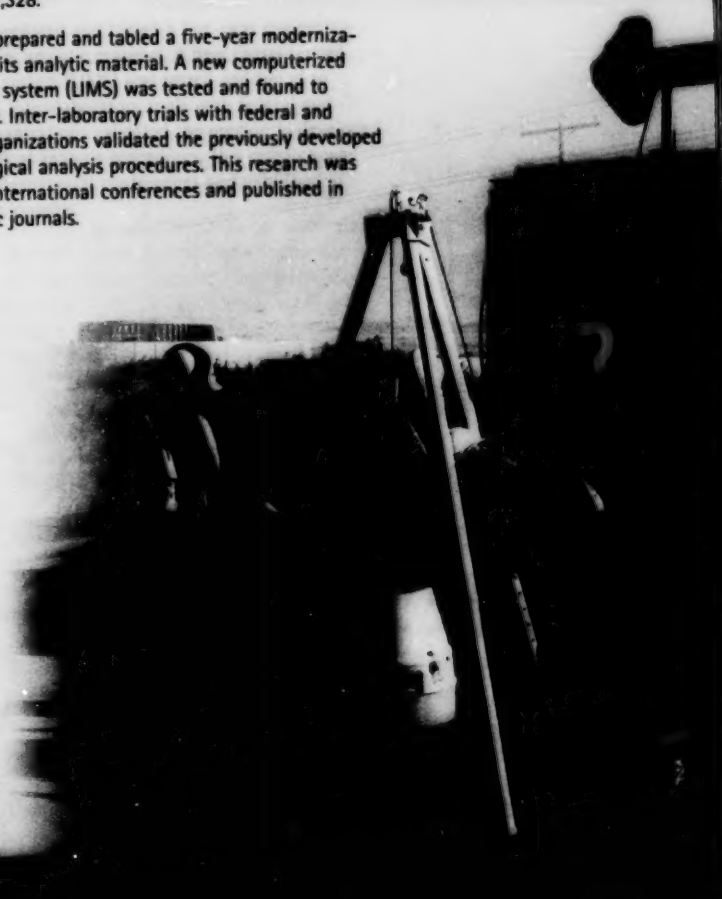
Regulation amendments were proposed during the public hearings of the Standing Commission on Environment Quality and several subjects were dealt with, including the impact of road salts on the environment; the transport of combustible, radioactive MOX; and wood-burning. Activities of the Division that were the subject of conferences in Québec and France, also received a lot of media attention on subjects as varied as wood-burning, the reduction of mercury at source, shoreline water quality and the polluter fees project.

he Division intervened in the crematorium and flexography rinting on flexible plastic substrate) sectors in order to rther reduce their atmospheric emissions. A specific rogram targeted construction sites to diminish nuisances nd modify poor work methods. Many permits were given ut for the new snow deposit depots in keeping with rovincial guidelines regulating waste snow. Significant fforts facilitated the resolution of an environmental crisis om a dry material burial site in Pierrefonds. Several ossiers were brought to court in order to obtain the required results during follow-up on pollutant discharge and emissions. For this reason, 55 official complaints were lodged.

In terms of actual environmental results, the 48% reduction in benzene concentrations in the ambient air in the east of the island and 19% reduction in downtown Montreal are particularly noteworthy.

The industrial-effluent fee-structure program entered into phase III. Seventy-seven industries were included in this phase of the program, which provided revenues of $5,196,944, most of which was reinvested in the Water-Saving Program of the Community municipalities. An industrial-effluent characterization program brought in another $387,328.

The Division prepared and tabled a five-year modernization plan for its analytic material. A new computerized management system (LIMS) was tested and found to be successful. Inter-laboratory trials with federal and provincial organizations validated the previously developed eco-toxicological analysis procedures. This research was featured in international conferences and published in two scientific journals.



[1] Public Hearings Bureau on Environment

Environment Service

DIRECTOR - Dr Jean Troalen, V.M.

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To ensure the quality and safety of the food prepared, served and sold in restaurants and retail establishments throughout the Community • To monitor the cleanliness of premises	• Recognizing the metropolitan context of its mission • Maintaining uniform standards throughout the island	• Inspecting food and all activities related to the preparation, processing, conservation and handling of food, in order to prevent health risks • Instigating legal proceedings against offenders • Advising operators of food establishments on proper procedures designed to ensure food safety • Analyzing and providing expertise

The inspection of food establishments is at the core of Division activities. The food inspectors therefore ensure that the Community's some 12,000 restaurant and retail establishments comply with the provisions of By-law 93.

The 31,701 inspections held this year resulted in 9,074 violation notices. 207 suits were filed against violators ignoring summonses. Division inspectors took 7,641 food samples, authorizing 32,433 analyses by the Community's Environment Service.

In 2000, personnel processed 1,928 complaints, usually lodged by consumers due to unsanitary premises, spoiled food, or inadequate garbage disposal.

In conjunction with public health authorities and the *ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ)*[1], the Division participated in a public health study of food poisoning cases from *Campylobacter* and *E coli* O157 bacteria.

For its part, the Division inspected and took samples for microbiological analysis in all food establishments that were possibly related to cases of food poisoning from these bacteria. These inspections resulted in an 80% increase in toxic food infection episodes being inquired into by the Division.

As a final note, the agreement on the financing and functioning of the Division's food inspection programs was renewed with the *MAPAQ* for 2001.

1 Québec Ministry regulating agriculture, fisheries and food

Environment Service

DIRECTOR - Réjean Levesque, Eng.

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To collect and treat the wastewater produced in the Community • To look for beneficial uses for residues	• Constituting a common economical solution to the regional problem of resource conservation • Providing the Community with ecological and technical leadership	• Operating and maintaining its equipment according to government environmental regulations • Updating processes to maintain their efficiency • Creating partnerships with concerned citizen groups and institutions • Researching alternative methods of dealing with waste snow

2000 was the year wherein the provincial government's obligations to pay 76.5% of construction costs for interceptors and equipment at the Wastewater Treatment Plant, as per the modified By-law 64, ended. Fortunately, however, it was also the year wherein the supply and installation of thermal stabilization equipment was approved and the responsibility for it was taken over by the plant.

The improvement of quality of services and increases in productivity continued to be important objectives for Plant management. The plant therefore began a third auto-evaluation during the year, using the QUALImeter (the Quality Measurement System in Québec) and, with Canadian benchmarking partners, collected 1999 data for comparison purposes.

Although the increase in the difficulty of treating wastewater in 2000 didn't stop the plant from meeting government effluent-quality criteria, it did entail greater costs for chemical products. Research into reducing these costs has been started and will continue in 2001.

The reduction of foul air both in the workplace and in the plant's neighbourhood continued to be a priority. Corrective measures, began in the previous year and continued in 2000, led to significantly fewer complaints throughout the year. Biofiltration units are being built to eliminate the unpleasant odours at the plant's effluence and odoriferous trees have been planted on the site.

On the computer front, the plant began to use the MAXIMO maintenance and supply-management computer system and train its personnel to use it. In 2000, the plant also developed and deployed the LIMS laboratory-information management computer system. These two productivity improvement systems will permit improvement of the quality of services at the plant.

The plant continued to prioritize the search for ways to reduce expenses for non-durable goods, which represent 40% of its annual operating costs. Thanks to in-depth tender preparation, the plant managed to reduce the amount it is paying for polymers by 14% for the next five years. The considerable increase in the price of natural gas however, meant that this part of the budget could not be contained.

In 2000, the plant continued its efforts to foster saving potable water and reducing wastewater discharge into waterways due to the existence of cross-connections in some municipal sewer systems. Over the year, the plant increased its meetings with citizens to inform them of its activities.

In the health and safety domain, the number of work-related accidents in confined spaces is particularly disquieting in wastewater treatment plants, inspiring Plant management to improve procedures so that its employees will be better protected. Therefore, with the help of specialists, the plant undertook an analysis of work in confined spaces and plans to incorporate what it learned into the work habits of its personnel, beginning in 2001.

DIRECTOR - Jean Bélanger

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To produce, maintain and defend the property valuation and rental value rolls for taxation purposes for the 28 municipalities	• Permitting uniformity of the valuation process throughout the island • Providing an equitable calculation method for proportional expenses	• Establishing tax potential • Carrying out valuations and inspections • Updating rolls continuously • Providing expertise for the appeals procedure • Managing the administrative revision procedure

In September 2000, the Valuation Service deposited all the triennial rolls for the 28 municipalities on Community territory. As at December 31, the total valuation for the 399,565 properties listed on the rolls was $102.2 billion.

Service personnel not only met representatives of each of the 28 municipalities, but also had pre-deposit meetings with employees of some 250 businesses (representing $10 billion in property value) in order to ensure the fiscal stability of the municipalities.

The Service issued 131,951 valuation certificates; 85,942 amended property valuation rolls and 46,009 amended rental valuation rolls. These certificates were issued for different reasons, such as new buildings being added to the rolls, renovations, changes in ownership, or decisions handed down by the *Tribunal administratif du Québec (TAQ)*.

In 2000, the Service processed 525 valuation appeals.

As part of the modernization of information systems and the real estate park's infrastructures project, the Service began the move to the metric system.

The Service completed 17 cadastral survey mandates representing 71,000 property valuation units and continued its residential re-inspection program with 14,205 property visits.

As part of the Community's client-service mandate, the Service produced an explanatory video for taxpayers that demystified the administrative revision process, as well as a video and leaflet on property evaluation for tax purposes.

DIRECTOR - Jacques-Errol Guérin

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To ensure the evolution and follow-up of the Community's master development plan • To ensure the enforcement of the Act respecting land use planning and development	• Collective and harmonious strategy of the island's development • Capacity to analyse governmental actions	• Managing activities related to the master development plan • Producing studies and analyses concerning the island's development • Distributing spatial reference data

Land Planning Division

In 2000, the Division analyzed and advanced many territorial development files, including:

- drafting a hierarchic roadway system plan for the Community's island territory,
- carrying out a rush-hour movement study,
- producing a report on the creation of durable development indicators,
- drafting a map of high-technology businesses and research centres,
- preparing a log containing budgetary statistics of the municipalities, and
- completing a new land-occupation map.

Furthermore, the repertoire of traditional architecture encompassing no less than 1,700 heritage buildings on Community territory was made available on the Internet site as were updates of extracts to the administrative codification of the Community plan, and the Metropolitan Atlas that contains many maps and data collected by the Division over the last 10 years or so. These documents are easy to access, ensuring the distribution of information to citizens and organizations interested in the territorial development of the Montreal region.

The master development plan was modified four times in 2000. The By-laws adopted and enacted concerned the Community municipalities of Saint-Laurent, Anjou and Montréal-Est as well as the integration of a new floodplain map for the western sector of the island encompassing parts of four municipalities.

In 2000, the Division's regional planning team, in collaboration with external partners (government departments, municipalities or organizations in the milieu) completed several analyses. These included the development plan for the *Croissant de l'Est;* a management plan for the Bertrand Creek watershed; an analysis of merchandise transport in keeping with the various components of the territory, for the Montreal Island Regional Development Council, and an agricultural snapshot of the Community's territory for the first reunion of its Agricultural Consultation Committee. The work of the Lachine Rapids Technical Committee is still being coordinated by the Division according to the terms of the agreement signed in 1999.

The Division also contributed to the study of Bills 134 and 170 concerning the Montreal Metropolitan Community, the reform of the territory's organization and their impact on the powers and responsibilities to be shouldered by the new organizations that will be created by these bills.

2000 was an important year for consolidating relationships with the Division's partners while contemplating new approaches to developing the territory and structural changes that may influence the full utilization of its potential.

DIRECTOR - Jacques-Errol Guérin

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES AND SERVICES
• To conserve the natural heritage under its jurisdiction • To ensure that this heritage remains accessible and attractive • To educate the public	• Recognizing the regional importance of certain sites • Enriching the variety of outdoor activities	• Organized and ad hoc activities grounded in nature and the environment, history and culture, and outdoor recreation • On-site services: restaurants, equipment rental etc. • Rental of halls and sites for meetings, receptions and films

Nature Parks Division

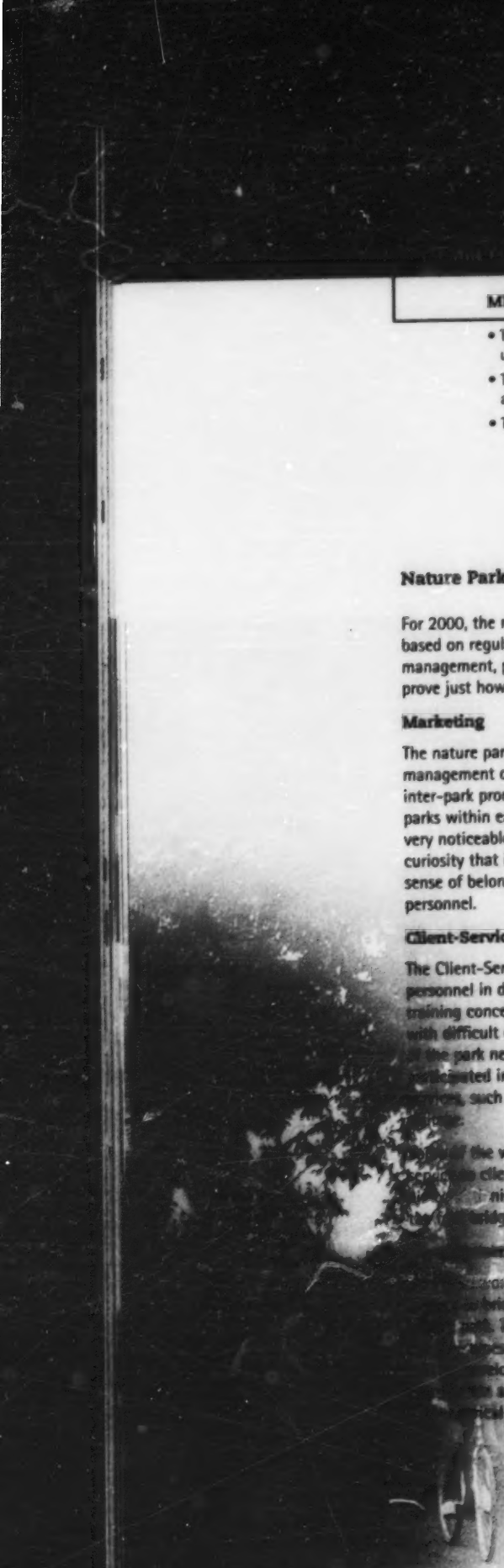
For 2000, the nature parks team maintained its approach based on regular and systematic dialogue between management, personnel and partners. This year's results prove just how effective that method can be.

Marketing

The nature parks team consolidated the marketing management of its activities and services. The new inter-park promotion, intended to publicize the other parks within each of the Community's nature parks, was very noticeable and highly successful due not only to the curiosity that it aroused in park clients, but also to the sense of belonging that it engendered in all park personnel.

Client-Service

The Client-Service Program was strengthened by training personnel in direct contact with each park's clients. This training concentrated on developing better ways to deal with difficult clients and increasing staff understanding of the park network via guided visits. All employees also participated in the study on irritants identified by client surveys, such as the necessity to improve welcome-area signage.



The work carried out involved changes to improve service to clients, including new reception counters, training halls and developing observation areas on the ridge of the Bois-de-l'Île-Bizard nature park.

Development Projects

Work embarked on the conceptual stages of a major project to bring out the best in the Pointe-aux-Prairies nature park. The programming and development plan of the areas of activity in this interpretation complex was developed around a unifying theme: the discovery and understanding of natural habitats, and the historical and cultural aspects of these areas.

Partnerships

All the partner organizations in the nature parks offered even more diversified activities and services in 2000. Good examples of this are the children's activities organized by **D-Trois-Pierres** at the ecological farm, the bat-observation outing run by **GUEPE**, the Thursday concerts that **Cité Historia** puts on at the historical *des Moulins* site and the kayak-camping trip that **Patrouille Nature** looks after.

Maintenance

An overall analysis of the needs and processes for maintaining the nature parks was made in 2000. The findings led to reorganization of work attribution (more staff will be supporting activities) and new directions in preparation for the 2001 budget with its concomitant tenders for maintenance contracts for the next three years.

Eco System and Scenery Management

The Eco System Management Program and the Ecological Management Program instituted quite a few changes in the nature parks this year: plant screens, plantings, naturalizing sites and inventories of fauna and flora were chief amongst these.

Regulations

In an attempt to improve service to clients of the park, particular attention was paid to applying By-law 82-3, which governs regional park visitation and conservation. Careful, targeted interventions began in order to control dogs in the nature parks.

Activity Financing

Revenues from parking fees and park activities, including sponsorships and grants, increased 17% over 1999, to reach $860,200 in 2000.

DIRECTOR - Michel Sarrazin

MISSION	STRATEGIC IMPORTANCE	ACTIVITIES
• To contribute to the creation of a safe and peaceful living environment • To fight and prevent crime • To increase road safety	• Reinforcing the competitiveness of the territory's quality of life • Maintaining specialized services corresponding to the territory's metropolitan reality	• Consolidating and perfecting the Neighbourhood Policing • Updating organized-crime fighting tools

Operation Arob@s ensured that the transition to the year 2000 went smoothly.

In 2000, major events and legislative modifications affected the Police Service. On July 16 and 18, Luc Aubert and Sébastien McNicoll, two Community citizens, died after being involved in events during which capsicum (pepper spray) was utilized. In reaction to the September 13 murder attempt against journalist Michel Auger, the Director demanded adequate legislative support to control organized crime. The funeral of Alain Matte, a motorcycle policeman, was held on September 19. The Police Act – Bill 86 – was adopted in June.

While the unionized police were applying pressure tactics from June 5 to October 23, in anticipation of the signing of the collective agreement for police personnel on December 19, staff held the Fort. Nevertheless, many services during the holiday period were carried out in an entirely appropriate manner. During the funeral of the Right Honourable Pierre Elliott Trudeau, management were on the front lines. From October 23rd to the 25th, a work order ensured effective security for the G-20 meeting.

On June 30, the new procedure for automobile pursuits came into effect. The police concentrated their efforts on road safety and combating antisocial behaviour, as well as fighting and preventing crime in a professional manner. The Commander's Exam, the Police Week, the I Drive Well school program, Red Point Info-Stop, and Youth Info-Crime all stood out as excellent crime prevention methods.

Various police operations led to the demise of a heroin trafficking network, the resolution of the street gang problem in the northern section of the territory and the dismantling of a large drug trafficking organization. The biggest hash seizure in history of the Service also took place in 2000. In order to deal with prostitution, several "client" operations were held in the neighbourhoods served by stations 21, 22 and 23.

Criminal code infractions went up 4.2% over 1999; crimes against individuals, 14%; assaults, 23.6%; and sexual aggression, 9.5%. Robbery went down by 10.8% and automobile theft by 3.2%, breaking and entering declined by 5.6% overall, with break-ins at private residences going down 9.8%, while break-ins at commercial premises went up 4.1%. There were 49 homicides in 2000; there had been 52 in 1999.

With a view to consolidating Neighbourhood Policing, the management committee continued to reinforce the stations, bring them into more integrated contact with the operational centres, transfer responsibility for certain areas and resolve investigation problems. The Operational Methods and the Diagnostic Read-out were effective new management tools. The decentralization of administrative functions continued as the units responsible for computer systems were transferred to the Information Technology Management Division on May 31. On August 10, the MUC Police Service and the MUCTC signed an agreement governing their respective responsibilities and interactions concerning the safety of the population on the public transit system.

There were changes, too, in the human resources domain. The Professional Development Plan was adopted for police personnel. Various job competitions were held for available management and executive positions, resulting in the hiring of 15 auxiliary and 229 permanent police officers. Thirty-four training programs were provided for personnel. Management followed up on Operation How's It Going with various staff members and the Seniority Recognition Program was another tool used to increase the sense of self-esteem amongst members of the Service.

From May 22 to May 26, the MUC Police Service hosted the 45th annual conference of the Law Enforcement Intelligence Unit (LEIU), which represents 250 police departments.

DIRECTOR GENERAL - Jacques Cleary

MISSION

- To coordinate and encourage culture and the arts within the Community

STRATEGIC IMPORTANCE

- Collaborating in the artistic and cultural development on the island of Montreal, where 85% of the artistic activities in the province of Québec take place
- Offering financial support and arts-promotion support to professional organizations, as well as access programs to the arts in partnership with the municipalities

ACTIVITIES

- Providing financial aid programs to organizations
- Disseminating arts programs
- Proffering programs for the young public
- Awarding the Arts Council *Grand Prix*
- Supporting the *Maison du Conseil des arts*
- Participating in cultural exchange programs
- Offering services and expertise

The Arts Council comprises 21 volunteer members appointed by the Community Council. It has been chaired by Maurice Forget since June 16, 1999.

In 2000, the Arts Council Fund totalled $8.7 million, of which $6.2 million was allocated to assist 209 artistic organizations in their annual operations and presentations.

$1.1 million was also allocated to the Arts Council program for promotion, assuring that a greater number of citizens in the Community will be able to appreciate artistic companies. *Jouer dans l'île*, for example, helped 19 dance, music and theatre companies to give 205 performances in 20 Community municipalities in front of 35,000 spectators.

The Art and Community program proffered its support to the *Orchestre Métropolitain* for its tour of the island; to *I Musici de Montréal;* to the *Association des réalisatrices et réalisateurs du Québec* for its *Cinéastes à votre porte!* event; to the *Entrez dans la danse* project in collaboration with Saint-Laurent, Sainte-Geneviève, Verdun, LaSalle and Saint-Léonard; to *Rallye-expos* of *Vues d'Afrique;* to Repercussion Theatre's Shakespeare-in-the-Park series, and to two new initiatives to increase the appreciation of literature: Tea and Oranges by the *Fondation Bleue Metropolis* and *Des mots d'amour* by the *Association des écrivaines et écrivains québécois pour la jeunesse. Exposer dans l'île*, in turn, organized four touring exhibitions including *Rêver en couleurs* at the Montreal Museum of Fine Arts and *Sculptures portables* at the *Musée des arts décoratifs.*

On March 20, the Arts Council's 15th Grand Prix, including a $25,000 grant and a commemorative work by Marc Séguin, was awarded to the *Fondation Jean-Pierre Perreault* for the exceptional artistic quality of its last creation: *L'Exil – L'Oubli.* The *Société Radio-Canada* (a division of the Canadian Broadcasting Corporation) and Bell Canada were once again event partners, under the honorary presidency of Vera Danyluk. Seven hundred people from the business world, the artistic community and municipal affairs attended the event.

As part of its Today's Youth – Tomorrow's Public program, and with the support of the *ministère de la Culture et des Communications*[1] once more, the Council awarded a total of $72,500 to eight arts organizations. The Arts Council also published its ninth edition of its *Guide sélectif d'activités artistiques pour les jeunes de 3 à 17 ans.* The book was distributed at no cost to schools, centres for young children and municipal institutions throughout the island.

In 2000, more than 200 theatre-arts artists or companies benefited from the Arts Council' rehearsal studios.

During the year, the Arts Council commissioned a study on the needs of organizations in the arts and culture field of the Greater Montreal region. The study, conducted by *Stéphane Leclerc Gestion des arts inc.*, was financed in equal parts with the Montreal Island Regional Development Council.

Lastly, in an attempt to make its programs and activities more accessible to young companies and up-and-coming artists, the Council continued studying the possibility of creating a new artistic initiative program for emerging organizations in the island of Montreal's different communities. To this end, the Arts Council took part in the deliberations of the *Commission de la diffusion des arts de la scène*, which submitted its final report to Québec's Minister responsible for Culture and Communications.

In 2000, Thérèse Tourigny Des Aulniers, Carole Tremblay and Clarence S. Bayne finished their mandates as Council members.

1 Québec Ministry dealing with culture and communications

The Arts Council funds, which are intended to assist with annual operations and regular activities, are remitted principally under the aegis of its General Financial Assistance Program.

The following legend explains the indicators for grants awarded under programs other than the General Financial Assistance Program:

SP = Special Project
NM = New Medias
DF = Development Funds
JDI = *Jouer dans l'île*
EDI = *Exposer dans l'île*
LDI = *Lire dans l'île*
AC = Art and Community
TY = Today's Youth – Tomorrow's Public (Matching Fund)*
CE = Cultural Exchanges with *Île-de-France*

* Program receiving a financial contribution from the *ministère de la Culture et des Communications du Québec.*

MULTIDISCIPLINARY ARTS

Centre des arts Saidye Bronfman	$10,000	TY
Cercle vertueux danse théâtre	$5,000	
Théâtre La Chapelle	$20,000	NM
TOTAL	**$35,000**	

VISUAL ARTS

Articule inc.	$15,000	
Association culturelle quartier éphémère du Québec	$5,000	
Association des galeries d'art contemporain de Montréal (AGACM)	$13,000	
Atelier Circulaire	$17,000	
Atelier libre de recherches graphiques	$16,000	
Atelier sculpt	$10,000	
Centre Canadien d'Architecture	$75,000	
	$2,500	TY
Centre copie-art inc.	$15,000	
Centre d'art et diffusion Clark	$15,000	
Centre d'art public	$7,000	SP
Centre d'exposition CIRCA	$24,000	
	$43,000	EDI
Centre d'information Artexte	$25,000	
Centre de design de l'UQAM	$45,000	EDI
Centre de diffusion d'art multidisciplinaire	$13,000	
Centre de diffusion en arts visuels Cobalt	$8,000	
Centre des arts actuels SKOL	$18,000	
Centre des arts contemporains du Québec à Montréal	$13,000	
Centre des arts visuels	$12,000	
Centre des métiers du verre du Québec	$16,000	
Centre international d'art contemporain de Montréal	$60,000	
	$10,000	TY
Conseil québécois de l'estampe	$5,000	SP
Dazibao, centre d'exposition et d'animation photographique	$19,000	
Galerie d'art du Centre Saidye Bronfman	$32,000	
Galerie d'art l'Émergence inc.	$14,000	
Galerie de Design des métiers d'art	$5,000	
Galerie et atelier La Centrale électrique	$16,000	
Graff, centre de conception graphique inc.	$24,000	
Musée d'art de Saint-Laurent	$25,000	
	$6,000	SP
Musée David M. Stewart	$22,000	
Musée des arts décoratifs de Montréal	$25,000	
Musée des beaux-arts de Montréal	$350,000	
	$44,500	EDI
Musée du Château Ramezay	$20,000	
Musée McCord d'histoire canadienne	$48,000	
Oboro Goboro	$20,000	
	$7,500	NM
Observatoire 4 de Montréal	$8,000	
Occurrence, espace d'art et d'essai contemporain	$13,000	
	$2,000	SP
Optica, un centre au service de l'art contemporain	$18,000	
Regroupement des centres d'artistes autogérés du Québec	$5,000	
Société des directeurs des musées montréalais (Journée des musées)	$6,000	
Terres en vues, Société pour la diffusion de la culture autochtone	$5,000	
Vox Populi, centre de production et de diffusion de la photographie (Mois de la photo)	$30,000	
TOTAL	**$1,247,500**	

CINEMA AND VIDEO

Association des réalisateurs et réalisatrices du Québec	$20,000	AC
Centre du cinéma parallèle	$15,000	
Cinémathèque québécoise	$80,000	
Festival international du film pour enfants de Montréal	$6,000	
Festival international du film sur l'art	$22,500	
Festival international du nouveau cinéma et des nouveaux médias de Montréal	$20,000	
Festival les 400 coups	$8,000	
Hors Champ	$7,500	SP
Les Films de l'autre	$6,000	
Main film	$25,000	
	$35,000	DF
Productions, réalisations indépendantes de Montréal inc. (PRIM)	$20,000	
Rencontres internationales du documentaire de Montréal	$11,500	
Rendez-vous du cinéma québécois	$16,000	
	$9,000	CE
Société des arts technologiques (SAT)	$7,500	NM
Studio XX	$5,000	NM
Vidéographe inc.	$22,500	
Vues d'Afrique	$15,000	
TOTAL	**$349,500**	

DANCE

Agora de la danse	$11,000	TY
Ballets jazz de Montréal	$75,000	
	$16,000	JDI
Carré des lombes	$25,500	
Circuit-Est	$12,000	
Compagnie Flak	$12,000	
Corporation Lucie Grégoire danse	$10,000	
	$11,875	JDI
Création danse Lynda Gaudreau	$12,000	
Danse Tassy Teekman	$7,000	
Danse-Cité	$30,000	
	$18,872	JDI
Diagramme, gestion culturelle	$15,000	
Festival de nouvelle danse inc.	$80,000	
Fondation de danse Margie Gillis	$20,000	
Fondation Jean-Pierre Perreault	$60,000	
Fortier danse-création inc.	$15,000	
Grands ballets canadiens	$265,000	
Jocelyne Montpetit danse	$10,000	
Lock-danseurs	$60,000	
Louise Bédard danse	$25,000	
MC2 Extase	$45,000	
	$17,500	JDI
Métaspora danse	$10,000	
O Vertigo danse	$70,000	
Par b.Leux	$7,000	
PPS danse	$10,000	
Productions cas public	$21,000	
Regroupement québécois de la danse	$20,000	
Studio 303	$7,000	

	$3,000	SP
Sylvain Émard danse	$20,000	
	$2,350	DF
	$6,500	CE
Tangente	$30,000	
Van Grimde corps secrets	$7,000	
TOTAL	$1,067,597	

LITERATURE

Académie des lettres du Québec	$9,300	
Association des écrivaines et écrivains québécois pour la jeunesse	$20,00	LDI
Association Lurelu	$3,000	
Cahiers de théâtre JEU	$15,000	
Centre de diffusion 3D (Revue Espace)	$12,000	
	$2,000	SP
Collectif liberté inc.	$7,000	
Éditions arcade inc.	$7,000	
Éditions gaz moutarde	$4,000	
Éditions XYZ (La revue XYZ)	$8,500	
Éditions XYZ (Lettres québécoises)	$9,500	
Esse, un groupe de + en art	$6,000	
Festival interculturel du conte de Montréal	$8,000	
Fondation Blue Metropolis	$6,000	
	$11,500	LDI
Groupe de création Estuaire	$6,000	
Les Écrits	$5,000	
Parachute, revue d'art contemporain	$34,000	
	$2,000	SP
Productions ciel variable	$10,000	
Quebec Writer's Federation	$6,000	
Rencontre québécoise internationale des écrivains	$6,000	
Revue d'art contemporain ETC inc.	$12,000	
Revue Moebius	$6,000	
Revue Séquences	$9,000	
Société de développement des périodiques culturels Québécois (SODEP)	$6,000	
Société des écrivains canadiens inc.	$4,500	
Société des publications Matrix	$7,500	
Spirale magazine culturel	$9,000	
Union des écrivaines et écrivains québécois	$35,000	
	$15,000	LDI
Vie des arts	$20,000	
TOTAL	$311,800	

MUSIC

Arsenal à musique	$18,000	
	$10,000	DF
Association pour la création et la recherche électroacoustiques du Québec	$30,000	
	$10,000	NM
Centre de musique canadienne	$28,000	
Chants libres, compagnie lyrique Pauline Vaillancourt	$28,000	
Codes d'accès	$18,000	
Compagnie musicale La Nef	$19,000	
	$10,000	TY
Concerts Lachine	$15,000	
Conseil québécois de la musique	$43,000	
Ensemble Amati	$10,000	
	$8,500	TY
Ensemble Arion	$34,000	
	$9,000	SP
Ensemble Claude-Gervaise	$4,000	
Ensemble contemporain de Montréal	$20,000	
	$3,600	SP
Ensemble Les Boréades de Montréal	$10,000	
	$8 800	JDI
Festival de musique de chambre de Montréal	$17,500	
Idées heureuses	$22,000	
	$6,000	AC
	$35,000	JDI
IKS	$19,250	JDI
Jeunesses musicales du Canada	$35,000	
Ladies' Morning Musical Club	$7,500	
Moulin à musique	$15,000	
Musica Camerata Montréal	$8,000	
Nouvel ensemble moderne	$85,000	
Opéra de Montréal (1980) inc.	$150,000	
Orchestre baroque de Montréal	$25,000	
Orchestre de chambre I Musici de Montréal	$72,000	
	$40,000	AC
Orchestre de chambre McGill	$35,000	
Orchestre métropolitain du Grand Montréal	$75,000	
	$205,000	AC
Orchestre philharmonique du Nouveau Monde	$24,000	
Orchestre symphonique de Montréal	$435,000	
Orchestre symphonique des jeunes de Montréal	$4,000	
Orchestre symphonique des jeunes du West-Island	$4,000	
Pentaèdre, quintette à vent	$8,000	
Productions Rigoletto	$7,755	JDI
Productions super-mémé	$14,000	
	$10,000	SP
Productions traquen'Art	$23,000	
Quatuor Claudel	$8,000	
	$39,000	JDI
Quatuor Molinari	$10,000	
Réseaux des arts médiatiques	$7,000	
Société de musique contemporaine du Québec	$55,000	
	$32,000	JDI
	$7,000	SP
Société de musique de chambre du Lakeshore	$5,500	
Société des guitares de Montréal	$14,000	JDI
Société Pro Musica	$13,000	
	$24,000	JDI
Studio de musique ancienne de Montréal	$40,000	
	$22,050	JDI
Tuyo inc.	$10,000	
TOTAL	$2,023,455	

THEATRE

Carbone 14	$50,000	
Centre des auteurs dramatiques	$50,000	
Centre du théâtre d'aujourd'hui	$90,000	
Compagnie de théâtre il va sans dire	$25,000	
	$10,000	TY
Compagnie de théâtre Le Carrousel	$50,000	
Compagnie de théâtre Pol Pelletier	$10,000	
Compagnie Jean-Duceppe	$102,000	
Conseil québécois du théâtre	$10,000	
Dynamo Théâtre (Troupe Circus inc.)	$30,000	
École nationale de théâtre du Canada	$20,000	
Espace go inc.	$74,000	
Fédération d'art dramatique	$4,000	SP
Festival de théâtre des Amériques	$80,000	
Festival international de théâtre jeune public (1992) inc.	$40,000	
	$5,000	SP
Fondation Centaur pour les arts d'interprétation	$107,000	
Fondation du théâtre du nouveau monde	$140,000	
	$30,000	DF
Geordie Productions	$26,000	
	$5,000	JDI
Groupe de la veillée	$57,000	
Illusion, théâtre de marionnettes	$23,000	
Infinithéâtre	$19,000	
Les deux mondes	$50,000	
Maison québécoise du théâtre pour l'enfance et la jeunesse	$115,500	
Mathieu, François et les autres	$25,500	JDI
Mime Omnibus	$22,000	
Nouveau théâtre expérimental	$35,000	
Playwrights' Workshop (Montréal)	$27,000	
Repercussion Theatre	$10,000	
	$62,500	AC
Teesri Duniya Theatre	$10,000	
Théâtre B.T.W.	$20,000	
Théâtre bouches décousues	$23,000	
Théâtre de l'avant-pays	$25,000	
	$31,800	JDI
Théâtre de l'oeil	$35,000	
	$47,200	JDI
Théâtre de l'Opsis	$30,000	
Théâtre de la manufacture	$70,000	
Théâtre de quat'sous	$83,000	
	$35,000	JDI
Théâtre Denise-Pelletier	$92,000	
Théâtre deuxième réalité	$7,500	
Théâtre du rideau vert	$100,000	
Théâtre le clou	$18,000	
	$12,500	TY
Théâtre momentum	$22,000	
Théâtre Ô Parleur	$10,000	
Théâtre petit à petit	$37,000	
	$24,000	JDI
Théâtre pigeons international	$17,000	
Théâtre sans fil	$29,000	
Théâtre Ubu	$58,000	
Tournées Jean-Duceppe	$17,500	AC
Troupe du théâtre de quartier	$34,000	
Youtheatre	$22,000	
TOTAL	$2,295,000	

TOTAL AMOUNT OF GRANTS AWARDED	$7,329,852
NUMBER OF ORGANIZATIONS SUBSIDIZED	209

COMMUNAUTÉ URBAINE DE MONTRÉAL

2001

Financial Report

Treasurer's report

To the members of the Council of the Montreal Urban Community

In conformity with Section 233 of the Act respecting the *Communauté urbaine de Montréal*, I have prepared the Financial Statements and other financial information for the year ended December 31, 2000.

The Financial Statements as at December 31, 2000 were prepared in accordance with generally accepted accounting principles in the public sector, taking into consideration the Act respecting the Community and the new standards of municipal accounting in Québec, effective January 1st, 2000.

The Community is responsible for maintaining appropriate internal control and accounting systems which provide reasonable assurance that the policies of the Community are followed, that its operations are carried out with the appropriate authorizations, that its assets are adequately safeguarded and that its financial statements are based on reliable accounting records.

Community Council exercises all the powers of the Community. The Executive Committee is responsible for the administration of the Community's business. It sees to it that the Act, by-laws, resolutions and decisions of Council as well as the contracts are respected and carried out.

I attest to the accuracy of these Financial Statements as well as to the concordance of the supplementary information and other information contained in the annual Financial Report as a whole with the information presented in the Financial Statements.

These Financial Statements have been audited by the firm of Chartered Accountants Raymond Chabot Grant Thornton, external auditors of the Community, whose services were retained by the Community Council. In conformity with Section 233.1 of the above-mentioned Act, I have the honour to submit the Financial Report for the year ended December 31, 2000 with the Auditors' Report dated March 15, 2001.

The Treasurer

Robert Juneau, CA
March 15, 2001

Auditors' report

To the members of the Council of the Montreal Urban Community

We have audited the Financial Statements listed in the table of contents of the Financial Statement Report of the Montreal Urban Community for the year ended December 31, 2000. These Financial Statements are the responsibility of the Montreal Urban Community's management. Our responsibility is to express an opinion on these Financial Statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards in Canada. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the Financial Statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Financial Statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall Financial Statements presentation.

In our opinion, these Financial Statements present fairly, in all material respects, the financial position of the Montreal Urban Community as at December 31, 2000 and the results of its operations and the changes in its financial position for the year then ended in accordance with the accounting policies described in note 3.

Raymond Chabot Grant Thornton

Raymond Chabot Grant Thornton
General Partnership
Chartered Accountants
Montréal, March 15, 2001

Financial Statements

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(in thousands of dollars)

	2000 December 31	2000 January 1st
	$	$
Assets		
Current		
Cash and investments	83,902	25,728
Appropriated investments (note 4)	185,679	163,817
Accounts receivable (note 5)	52,880	54,229
Stock (note 6)	9,498	5,191
Portion of recoverable amounts currently receivable (note 7)	66,394	65,708
Amount to provide (note 8)	123,112	137,923
	521,465	452,596
Long-term		
Appropriated investments (note 4)	336,560	336,306
Recoverable amounts (note 7)	1,308,497	1,358,442
Debt to be refinanced		30,140
Capital expenditures and work in progress (note 9)	1,197,767	1,224,592
	2,842,824	2,949,480
	3,364,289	3,402,076
Liabilities		
Current		
Accounts payable and accrued charges (note 10)	251,861	266,254
Current portion of long-term debt (note 11)	129,002	62,139
	380,863	328,393
Long-term		
Deferred subsidies (note 9)	742,235	768,025
Long-term debt (note 11)	2,125,868	2,212,612
	2,868,103	2,980,637
Municipalities' equity		
Reserved funds and net investment in long-term assets	78,212	69,501
Unappropriated surplus	11,145	6,242
Appropriated surplus	25,966	17,303
	115,323	93,046
	3,364,289	3,402,076

Notes and complementary charts are integral parts of the Financial Statements.

Year ended December 31 (in thousands of dollars)

	2000 Budget	2000 ACTUAL Municipalities	Québec	Total	1999 Actual
	$	$	$	$	$
Revenue					
Apportionment to municipalities					
All municipalities	818,904	818,904		**818,904**	818,904
Certain municipalities	793	792		**792**	896
Other revenue from local sources	71,568	57,529	21,856	**79,385**	66,188
Transfers	184,757		176,616	**176,616**	181,895
	1,076,022	**877,225**	**198,472**	**1,075,697**	**1,067,883**
Operating expenditures (note 17)					
General administration	28,318	27,091		**27,091**	26,331
Valuation of properties	18,762	17,846		**17,846**	17,934
Public security	390,339	386,768		**386,768**	385,437
Mass transit	358,466	285,489	67,635	**353,124**	355,976
Environment	162,590	74,292	83,667	**157,959**	160,445
Planning and development	3,729	3,480		**3,480**	3,878
Recreation and culture	26,099	25,989	100	**26,089**	25,654
Transfer to investment activities net of refinancing charges financed by long-term debt	2,467	2,807	(748)	**2,059**	3,783
Reserve for expenditures not provided for in the budget and claims	8,461	312		**312**	545
	999,231	824,074	150,654	**974,728**	979,983
Other financial activities					
Principal reimbursements (note 17)	65,249	28,015	36,912	**64,927**	87,294
Transfer - sinking fund (note 17)	23,531	11,570	10,906	**22,476**	(325)
	1,088,011	**863,659**	**198,472**	**1,062,131**	**1,066,952**
Result of financial activities before appropriations	**(11,989)**	**13,566**		**13,566**	**931**
Appropriations					
Accumulated surplus	10,539	10,539		**10,539**	18,942
Excess and insufficiency of apportionment	1,450	1,341		**1,341**	(3,874)
Sub-total - Appropriations	**11,989**	**11,880**		**11,880**	**15,068**
Net result		**25,446**		**25,446**	**15,999**

Statement of investment activities

Year ended December 31 (in thousands of dollars)

	2000 Budget	2000 ACTUAL Municipalities	2000 ACTUAL Québec	2000 ACTUAL Total	1999 Actual
	$	$	$	$	$
Sources of financing					
Amount provided for by long-term debt (1)	28,373	24,528	3,320	**27,848**	21,687
Amount provided for by working capital fund	11,462	10,469		**10,469**	10,279
Other revenue		623	28	**651**	119
Transfer from financial activities - durable goods	3,517	3,139		**3,139**	4,046
	43,352	38,759	3,348	**42,107**	36,131
Temporary financing changes		(14,801)	(2,209)	**(17,010)**	(10,302)
	43,352	**23,958**	**1,139**	**25,097**	**25,829**
Investment expenditures					
General administration	2,284	1,948		**1,948**	1,557
Valuation of properties	43	42		**42**	284
Public security	31,625	19,762		**19,762**	18,004
Mass transit	4,704	108	42	**150**	303
Environment	3,269	1,030	1,086	**2,116**	4,456
Planning and development	31	43		**43**	44
Recreation and culture	1,396	1,036		**1,036**	1,181
	43,352	**23,969**	**1,128**	**25,097**	**25,829**

(1) Excluding refinancing charges financed by long-term debt of $1,080 in 2000; ($263 in 1999).

Statement of cost of municipal services

Year ended December 31 (in thousands of dollars)

	Operating expenditures	Financing costs	Total	Amortization of: Capital expenditures	Amortization of: Deferred subsidies	Operating subsidies	Cost of services: 2000 Actual	Cost of services: 2000 Budget
	$	$	$	$	$	$	$	$
General administration								
General administration	25,706	480	26,186	2,009			**28,195**	29,405
Other expenditures	905		905				**905**	953
	26,611	**480**	**27,091**	**2,009**			**29,100**	**30,358**
Valuation of properties	**17,846**		**17,846**	**210**			**18,056**	**18,927**

	Operating expenditures	Financing costs	Total	Amortization of: Capital expenditures	Amortization of: Deferred subsidies	Operating subsidies	Cost of services: 2000 Actual	Cost of services: 2000 Budget
	$	$	$	$	$	$	$	$
Public security								
Police Service	368,409	5,339	373,748	9,358			**383,106**	384,622
9-1-1 Emergency Centre	4,388	87	4,475	353			**4,828**	5,313
Emergency Preparedness Centre	528	34	562	30			**592**	574
Other expenditures	7,983		7,983				**7,983**	9,650
	381,308	**5,460**	**386,768**	**9,741**			**396,509**	**400,159**
Mass transit								
Mass transit	255,471	95,750	351,221			67,635	**283,586**	283,789
Taxi Bureau	1,269	74	1,343	89			**1,432**	1,881
Metropolitan Boulevard		560	560				**560**	566
	256,740	**96,384**	**353,124**	**89**		**67,635**	**285,578**	**286,236**
Environment								
Operation of the Wastewater Treatment Plant	45,041	103,471	148,512	34,787	26,515	78,230	**78,554**	78,971
Air pollution control	2,557	173	2,730	85		1,759	**1,056**	1,111
Control of industrial discharges	2,860	203	3,063	138			**3,201**	6,298
Food inspection	3,243	179	3,422	100		3,678	**(156)**	113
Other expenditures	232		232				**232**	233
	53,933	**104,026**	**157,959**	**35,110**	**26,515**	**83,667**	**82,887**	**86,726**
Planning and development								
Planning of the territory	1,185	60	1,245	65			**1,310**	1,398
Prospecting foreign investments	2,235		2,235				**2,235**	2,425
	3,420	**60**	**3,480**	**65**			**3,545**	**3,823**
Recreation and culture								
Nature Parks	5,838	11,604	17,442	4,481	397	100	**21,426**	21,428
Arts Council	8,647		8,647	53	47		**8,653**	8,647
	14,485	**11,604**	**26,089**	**4,534**	**444**	**100**	**30,079**	**30,075**
Financing costs	**218,014**	**(218,014)**						
Transfer to investment activities net of refinancing charges financed by long-term debt	**2,059**		**2,059**			**(748)**	**2,807**	**3,095**
Reserve for expenditures not provided for in the budget and claims	**312**		**312**				**312**	**6,704**
Total expenditures	**974,728**		**974,728**	**51,758**	**26,959**	**150,654**	**848,873**	**866,103**

Statement of accumulated surplus

(in thousands of dollars)

	2000 December 31	2000 January 1st
	$	$
Unappropriated surplus		
Opening balance	**6,242**	782
Transfer from appropriated surplus relative to stock	**4,715**	
Net result for the year	**25,446**	15,999
Transfer to appropriated surplus	**(25,258)**	(10,539)
Ending balance	**11,145**	6,242
Appropriated surplus		
Opening balance	**17,303**	23,657
Transfer to unappropriated surplus relative to stock	**(4,715)**	
Appropriation to statements of financial activities:		
Accumulated surplus	**(10,539)**	(18,942)
Excess (insufficiency) of apportionment	**(1,341)**	2,049
Transfer from unappropriated surplus	**25,258**	10,539
Ending balance	**25,966**	17,303
Closing balance comprising:		
Excess of apportionments	**708**	2,049
Stock		4,715
Surplus appropriated to subsequent year	**16,242**	10,539
Surplus appropriated to expenditures of subsequent year	**9,016**	
Ending balance	**25,966**	17,303
Accumulated surplus	**37,111**	23,545

Statement of reserved funds and net investment in long-term assets

Year ended December 31 (in thousands of dollars)

	2000		
	Reserved fund	Net investment	Total
	$	$	$
Opening balance	**210,397**	**(140,896)**	**69,501**
Add			
Transfer from statement of financial activities	38,199		38,199
Capital expenditures		24,954	24,954
Amortization of deferred subsidies		26,959	26,959
Long-term debt reimbursement		84,192	84,192
Temporary financing changes		16,884	16,884
	38,199	**152,989**	**191,188**
Less			
Transfer to statement of financial activities	23,147		23,147
Capital expenditures write off		21	21
Amortization of capital expenditures		51,758	51,758
Bonds issued		87,101	87,101
Decrease of long-term accounts		19,281	19,281
Increase of deferred subsidies		1,169	1,169
	23,147	**159,330**	**182,477**
Ending balance	**225,449**	**(147,237)**	**78,212**

Year ended December 31 (in thousands of dollars)	2000	1999
	$	$
Operating activities		
Net result	25,446	15,999
Transactions not affecting cash		
Appropriations:		
Accumulated surplus	(10,539)	(18,942
Excess of apportionment	(1,341)	3,874
	13,566	931
Transactions not affecting operations		
Transfer to statement of investment activities	(3,139)	(4,046
Principal reimbursement	3,190	3,142
Contribution to sinking fund	80,589	80,599
	94,206	80,626
Net change of other current items		
Receivables	1,349	6,023
Stock	(4,307)	(476)
Amount to provide	14,811	
Payable and accrued charges	(14,393)	9,019
Increase in cash from operating activities	91,666	95,192
Investment activities		
Capital expenditures	(21,958)	(21,783)
Transfer to statements of operating activities	(1,455)	(481)
Long-term investment	(254)	68,522
Increase (decrease) in cash from investment activities	(23,667)	46,258
Financing activities		
Bonds issued	128,494	77,722
Reimbursement of long-term debt		
From sinking fund	(58,473)	(74,661)
From general fund	(3,190)	(3,142)
Long-term debt refinanced	30,140	(30,140)
Subsidies and other sources of income	11,487	10,619
Durable goods	3,139	4,046
Refinancing of long-term debt maturities	(99,560)	(55,771)
Increase (decrease) in cash from financing activities	12,037	(71,327)
Net increase in cash	80,036	70,123
Cash beginning of year	189,545	119,422
Cash end of the year	269,581	189,545
Consisting of:		
Cash and investments	83,902	25,728
Appropriated investments	185,679	163,817
	269,581	189,545

Notes and Complementary Charts

December 31, 2000

1- Status and nature of activities

The Montreal Urban Community is a regional government body made up of 28 member municipalities and responsible for certain regional municipal activities. The Community was created under an Act of the National Assembly of Québec on January 1st, 1970 (chapter 84 of 1969 Québec statutes). Furthermore, this law created the Arts Council of the Community which has as its mission the combination and coordination of artistic and cultural initiatives in the territory of the Community.

By virtue of the same law, the Montreal Urban Community Transit Corporation is responsible for mass transit in the territory. The funds required by the Community to cover its annual expenditures and more particularly, its borrowing costs and its contribution to the Montreal Urban Community Transit Corporation, once sundry revenue and grants have been excluded, are payable by the municipalities in its territory in proportion to their respective fiscal potential.

Bill 170, adopted by the government of Québec on December 20, 2000, creates a new legal entity, the Ville de Montréal which, effective January 1st, 2002, succeeds to the rights, obligations and expenditures of the Community as well as to those of the municipalities of the Community.

2- New accounting standards

The Financial Statements of the Community take into account the new accounting standards in force effective January 1st, 2000 which were enacted by the *ministère des Affaires municipales et de la Métropole*.

Application of these new accounting standards has a significant effect on the overall presentation of the Financial Statements. Accordingly, the Financial Statements are no longer presented by funds.

The Financial Statements include the following:

- Statement of financial activities
- Statement of investment activities
- Statement of cost of municipal services
- Statement of reserved funds and net investment in long-term assets
- Statement of changes in financial position

The aim of each of these financial statements is described as follows:

Statement of financial activities

This statement presents revenues, operating expenditures, the other financial activities as well as appropriations. Financing costs are charged to operating expenditures.

Statement of investment activities

This statement presents overall capital expenditures and their sources of financing.

Statement of cost of municipal services

This statement presents the cost of resources used to produce the services rendered during the fiscal year. It therefore includes operating expenditures, financing costs, amortization expenditures of capital expenditures less the amortization of deferred subsidies and government of Québec subsidies relative to operating expenditures.

Statement of reserved funds and net investment in long-term assets

This statement serves to account principally for transactions relating to the sums accumulated to reimburse long-term borrowings. In addition, this statement presents the equity of the municipalities in terms of long-term assets.

Statement of changes in financial position

This statement shows how the Community financed its activities and met its liquid asset requirements. It also makes it possible to evaluate the Community's liquidity and its ability to produce funds and to reimburse its debts.

Furthermore, application of new accounting standards involves many changes which impact on the level of revenues and expenditures. To this end, data of previous years were restated in order to be comparable with those of the year 2000. Exceptionally, the balance sheet at December 31, 2000 is compared to the opening balance sheet at January 1st, 2000. The changes made having an impact on the 2000 Financial Statements of the Community are as follows:

- accounting according to the accrual basis method;

- accounting and presentation of capital expenditures and deferred subsidies at amortized value.

The main changes concerning the new standards are as follows:

Remuneration and fringe benefit acquired by employees at December 31, 1999

The Community must account for, effective January 1st, 2000, the remuneration and fringe benefit acquired by its employees at December 31, 1999.

These assets amount to $103.0 million as at December 31, 2000 ($117.7 million as at January 1st, 2000) and are part of accounts payable and accrued charges. The consideration is shown as an amount to provide. To attenuate the financial impact resulting from the introduction of this new accounting standard, the Community availed itself of a transitional measure. The latter enables the Community to systematically charge off amortization of this liability over a period not exceeding the expected average remaining service life of the employee groups in question. This period is 17 years for police staff and 16 years for civilian staff. However, if the disbursement for the year is greater than the amortization, it is the disbursement which will be shown as an expenditure. For the year 2000, the supplementary expenditure resulting from this change represents a net amount of $11.5 million.

Accrued interest payable on the long-term debt

Interest on long-term debt issued before January 1st, 2001 as well as interest on refinanced borrowings of this debt was not accounted for according to the accrual basis. To this end, the Community must enter on its balance sheet the accrued interest payable on this long-term debt. The accrued interest payable amounts to $57.9 million as at December 31, 2000 ($60.3 million as at January 1st, 2000).

The consideration of this amount is entered as an account receivable for the portion attributable to the government of Québec in an amount of $37.8 million ($40.0 million as at January 1st, 2000) and as an amount to provide for the portion attributable to the municipalities for an amount of $20.1 million ($20.3 million as at January 1st, 2000).

Capital expenditures and deferred subsidies

The change made regarding the accounting and presentation of capital expenditures at amortized value has the effect of reducing the value of capital expenditures to $469.0 million as at January 1st, 2000 and of entering on the balance sheet the value of deferred subsidies of $768.0 million as at January 1st, 2000. The change also has the effect of reducing the net investment of long-term assets presented in the equity of the municipalities for $512.0 million as at January 1st, 2000.

3- Statement of significant accounting policies

The Financial Statements were prepared in accordance with the Canadian accounting principles generally accepted for the public sector and in conformity with provisions of the *Manuel de la présentation de l'information financière municipale* published by the *ministère des Affaires municipales et de la Métropole* and taking into account the Act respecting the Community.

The Financial Statements of the Community do not include the assets, debts and operations of the Montreal Urban Community Transit Corporation.

The significant accounting policies of the Community are as follows:

Accrual basis of accounting

The operations of the Community are recorded according to the accrual basis of accounting. Revenues are recorded on a gross basis to show overall economic activities. Expenditures are recorded when the goods or services are received or rendered. Only interest on long-term debt issued before January 1st, 2001 as well as interest on refinanced borrowings of this debt are recorded according to the cash basis of accounting.

Appropriated investments

Appropriated investments are recorded at the lesser of cost or market value.

Stock

The Community records stock in its assets at the lesser of average cost or replacement cost.

Amount to provide

Amounts required are allocated to fiscal years in the following manner:

- accrued interest on long-term debt is amortized according to the debt schedule
- fringe benefits resulting from transitional measures are amortized over a period not exceeding the expected average remaining service life of the employee groups involved.

Capital expenditures, work in progress and deferred subsidies

Assets do not include the assets of the initial *Métro* network nor the cost of *Métro* extensions; these were transferred to the Transit Corporation.

Capital expenditures are recorded at gross cost and are shown on the balance sheet at amortized value. The amortization period, established according to the estimated useful life for the various categories of capital expenditures, are as follows:

	Amortization period
Infrastructures	20-40 years
Buildings and leasehold improvements	15-40 years
Machinery, tools and equipment	10-20 years
Vehicles	5-20 years
Furniture, office equipment and information systems	5-10 years

Amortization expenditure, calculated by the straight-line method, is reflected in the statement of cost of municipal services and is not charged off in the statement of financial activities.

Deferred subsidies are amortized at the same rate as the capital expenditures to which they relate.

Long-term debt

Long-term debt payable in foreign currencies is converted into Canadian dollars at the exchange rates prevailing at the balance sheet date. However, long-term debt covered by foreign exchange contracts is converted at the exchange rates established in these contracts. The resulting unrealized foreign exchange losses are accounted for and amortized on a straight-line basis over the remaining life of the loan by-laws.

	2000 December 31	2000 January 1st
	$	$
4- Appropriated investments		
Short-term investments		
Sinking fund (market value $190,269, $166,554 as at January 1st, 2000)	185,679	163,817
Long-term investments		
Sinking fund (market value $341,710, $338,739 as at January 1st, 2000)	336,560	336,306
	522,239	500,123
Appropriated for debt reimbursement of:		
- *Métro* extensions	188,688	181,264
- Other by-laws	225,449	210,397
- Unrealized foreign exchange losses (*Métro* extensions and other by-laws)	108,102	108,462
	522,239	500,123

Short-term investments include an amount of $118.7 million ($61.1 million as at January 1st, 2000) for payment of the current portion of long-term debt.

Long-term investments include bonds of the Montreal Urban Community for an amount of $14.7 million ($7.9 million as at January 1st, 2000).

5- Accounts receivable		
Government of Canada	647	453
Government of Québec		
- Accrued interest - long-term debt	37,784	39,987
- Conditional transfers	3,905	3,201
- Other	4,168	4,772
Entreprises, organisms and individuals	6,376	5,816
	52,880	54,229
6- Stock		
Equipment, parts and supplies - Wastewater Treatment Plant	6,175	5,191
Clothing and accessories - Police Service	3,323	
	9,498	5,191

	2000 December 31	2000 January 1st
	$	$
7- Recoverable amounts		
Recovery for unrealized foreign exchange losses on long-term debt		
- Government of Québec	**57,411**	60,651
- Municipalities	**23,388**	20,299
Recovery of long-term debt for Metropolitan Boulevard from certain municipalities	**1,190**	1,587
Recovery of long-term debt for *Métro* extensions		
- Government of Québec	**427,111**	448,235
- Municipalities	**168,279**	176,982
Recovery of long-term - other than the *Métro*		
- Government of Québec	**697,512**	716,396
	1,374,891	1,424,150
Less: Portion of recoverable amounts currently receivable	**66,394**	65,708
	1,308,497	**1,358,442**

The government of Québec subsidizes annually 60% of long-term borrowing costs related to the *Métro* extensions project in regard to issues prior to 1981 and of any part to such issues refinanced subsequently, and 100% of such long-term borrowing costs in regard to issues subsequent to this date; however, some expenditures and certain *Métro* network improvement projects are assumed by the Community's municipalities. The government of Québec subsidizes 76.48% of the long-term borrowing costs in respect to costs of wastewater treatment.

	2000 December 31	2000 January 1st
	$	$
8- Amount to provide		
Accrued interest on long-term debt	**20,086**	20,268
Fringe benefits	**103,026**	117,655
	123,112	137,923

	As at December 31, 2000				Jan. 1st, 2000
	Capital expenditures	Work in progress	Accumulated amortization	Net value	Net value
	$	$	$	$	$
9- Capital expenditures, work in progress and deferred subsidies					
Infrastructures	1,502,234	50,114	459,104	**1,093,244**	1,129,632
Buildings	32,425	15,031	7,816	**39,640**	30,166
Vehicles	26,548		9,859	**16,689**	15,046
Machinery, tools and equipment	4,761		1,308	**3,453**	3,240
Furniture and office equipment	44,335		39,231	**5,104**	5,626
Leasehold improvements	32,528	3	6,548	**25,983**	25,922
Information systems	28,774	536	15,656	**13,654**	14,960
	1,671,605	65,684	539,522	**1,197,767**	**1,224,592**
Deferred subsidies	1,073,404	4,905	336,074	**742,235**	**768,025**

Deferred subsidies consist of subsidies from the government of Québec for construction of the Wastewater Treatment Plant and acquisition or development of certain nature parks.

	2000 December 31	2000 January 1st
	$	$
10- Accounts payable and accrued charges		
Suppliers	10,741	24,478
Salaries and deductions at source	34,130	29,795
Fringe benefits	120,534	123,647
Deposits and holdbacks	3,532	3,128
Sinking fund interest - Government of Québec	21,863	21,525
Accrued interest on long-term debt	57,870	60,255
Other	3,191	3,426
	251,861	266,254
11- Long-term debt		
Bonds		
- in Canadian dollars	1,645,866	1,657,874
- in foreign currencies	609,004	616,877
	2,254,870	2,274,751
Less: current portion of long-term debt	129,002	62,139
	2,125,868	2,212,612
The long-term debt recovery is allocated as follows:		
Recoverable from the government of Québec	1,181,607	1,224,796
Recoverable from municipalities		
- part of municipalities	1,091	1,454
- municipalities as a whole	549,933	548,378
	1,732,631	1,774,628
Amounts reserved in the sinking fund	522,239	500,123
	2,254,870	2,274,751

Long-term debt maturities for the following years are estimated at:

	Maturities	To be refinanced	Net maturities
	$	$	$
2001	340,486	211,484	129,002
2002	318,871	200,164	118,707
2003	300,002	187,086	112,916
2004	250,373	162,407	87,966
2005	200,591	133,137	67,454
	1,410,323	894,278	516,045
2006 and following	844,547	365,260	479,287
Total	**2,254,870**	**1,259,538**	**995,332**

12- Borrowing authority

Council of the Montreal Urban Community has adopted loan by-laws for expenditures totalling $4,905,2 million ($4,907,1 million in 1999). As at December 31, 2000 the financing of $2,854,9 million was realized ($2,815,2 million in 1999).

The Community can borrow up to $125,0 million from its working capital fund for temporary financing purposes.

13- Contractual obligations - Pension plans

a) Summary of significant provisions of pension plans of the Community

Employees of the Montreal Urban Community (with the exception of school-crossing guards and police cadets) are required to participate in contributory complementary pension plans with fixed benefits pursuant to which they will receive a lifetime pension, established according to salary and length of service. All the benefits are indexed in the manner provided in the plan.

The plans of unionized employees and of managerial staff are administered by the management committees of pension plans of unionized employees and managerial staff while the police officers' pension plan is administered by the *Association de bienfaisance et de retraite des policiers et policières* (Police Brotherhood) of the Montreal Urban Community.

The Community established two supplementary retirement benefit plans for certain managerial staff and unionized employees (pension agreements). In addition, for police staff, a trust was created for the payment of these benefits. They represent the surplus, should one exist, of the benefits provided by the basic plans before they were changed January 1st, 1992 to meet tax requirements.

b) Expenditure accounting method

The Community is required to pay the sums necessary, determined on the basis of triennial actuarial valuations, to ensure that the benefits are fully funded when employees retire.

The pension plans funding, adopted by the Community, consists in paying annually the amount required to fund the accrued benefits during the year. The amount is expressed as a percentage of salaries.

c) Results of the most recent actuarial valuations

The actuarial valuation for funding purposes as at January 1st, 1998 establishes that the pension plan of police officers is fully funded; this indicates that the net assets cover all benefits promised to participants as at January 1st, 1998 and shows a surplus in the actuarial value of the assets of $205.6 million. As at December 31, 2000, the balance of this surplus is estimated at $124.9 million without regard to actual experience but taking into account use in the form of contribution holidays.

According to the actuarial valuation of the pension plan of unionized employees carried out by the actuary of the plan as at December 31, 1997, this plan was fully funded as at December 31, 1997 and showed a surplus of $57.5 million. As at December 31, 2000, the balance of this surplus is estimated at $48.0 million without regard to actual experience but taking into account use in the form of contribution holidays.

According to the actuarial valuation of the pension plan of managerial staff carried out by the actuary of the plan as at December 31, 1997, this plan was fully funded as at December 31, 1997 and showed a surplus of $12.9 million. As at December 31, 2000, the balance of this surplus is estimated at $10.0 million without regard to actual experience but taking into account use in the form of contribution holidays.

The Community and the participants equally share the actuarial surplus available to this effect, as defined in each of the three plans. Actuarial valuations for purposes of solvency confirm that the three plans are entirely solvent as of the date of valuation.

d) Actuarial value of assets and accrued benefits constituted

Based on the last actuarial valuations, the following table shows the actuarial value of assets and that of accrued benefits.

(in thousands of dollars)

	2000		1999	
	Actuarial value of assets	Actuarial value of accrued benefits	Actuarial value of assets	Actuarial value of accrued benefits
	$	$	$	$
Pension plan of police officers (MUC fund)	**2,991,563**	**2,382,992**	2,752,201	2,278,864
Pension plan of unionized employees	**399,861**	**317,089**	374,202	297,982
Pension plan of managerial staff	**139,472**	**117,352**	130,958	111,505
	3,530,896	**2,817,433**	**3,257,361**	**2,688,351**

The actuarial value of net assets available for benefits service was determined so as to take into account long-term market trends. The valuation of investments is based on the moving average of market value over three years for the pension plans of unionized employees and managerial staff and on the moving average of market value over four years for the pension plan of police officers.

The actuarial value of accrued benefits was determined using the projected benefit method prorated on services and according to the most probable hypotheses for purposes of evaluating the plan's financial position.

e) Value of contribution holidays

Contributions to the pension plans are normally charged to expenditures of the year. However, because of the existence of actuarial surpluses shared on the basis of the rules set forth in the plans, the Community now enjoys contribution holidays. Had the Community not benefitted from these holidays, contributions to the pension plans would have been as follows:

	2000	1999
	$	$
Police officers' pension plan	**36,120**	36,555
Unionized employees' pension plan	**7,627**	7,310
Managerial staff pension plan	**1,806**	1,966
	45,553	**45,831**

14- Others contractual obligations

a) Leases

Amounts payable through 2025, under leases for rented premises as at December 31, 2000, amount to $97,9 million ($100,7 million in 1999).

b) Commitments

Commitments related to investment expenses contracted for works to be carried out after the end of the year amount to $27,5 million as at December 31, 2000 ($20,8 million in 1999).

15- Contingencies

Claims

As at December 31, 2000, claims were pending against the Community for some $148.4 million. However, the Community is contesting the merits of these claims before the courts. Should it be obliged to discharge them, in an amount which cannot be determined at this time, the resulting loss would be shown in the financial or investment activities involved.

16- Transactions with related municipal parties

The Montreal Urban Community Transit Corporation was set up pursuant to the Act respecting the Community with a mandate to organize and supply public transportation, mainly in the 28 municipalities of the territory of the island of Montreal.

	2000	1999
	$	$
Financial information on the Transit Corporation:		
Assets	**1,301,786**	**1,330,537**
Liabilities	**860,260**	887,562
Equity of municipalities	**441,526**	442,975
	1,301,786	**1,330,537**
Revenues	**684,498**	683,181
Expenditures	**675,364**	676,694
Net result	**9,134**	**6,487**

The Financial Statements of the Community do not include the assets, debts and operations of the Transit Corporation. However, they do include the contribution of the Community to the financing of the Transit Corporation's activities, in the amount of $231.6 million.

In addition, the Community transferred *Métro* assets to the Transit Corporation in an amount of $0.1 million ($0.1 million in 1999). As at December 31, 2000, the total value of *Métro* assets transferred to the Transit Corporation amounted to $1,217.5 million ($1,217.4 million as at December 31, 1999). Furthermore, the Community also holds, as at December 31, 2000, in its appropriated investments, investments of the Transit Corporation in an amount of $19.8 million ($19.0 million as at December 31, 1999).

17- Borrowing costs charged to financial activities

	2000	1999
	$	$
Operating expenditures		
- Interest, foreign exchange losses, refinancing costs financed on a long-term basis and other costs	**218,014**	224,262
Other financial activities		
- Principal reimbursements	**64,927**	87,294
- Transfer - sinking fund	**22,476**	(325)
Total borrowing costs	**305,417**	311,231
- Conditional transfers and interest revenue on sinking fund	**(207,065)**	(211,453)
Borrowing costs borne by municipalities	**98,352**	**99,778**

Year ended December 31 (in thousands of dollars)

	2000 Budget	2000 Actual	1999 Actual
	$	$	$
Operating expenditures			
Remuneration - Police officers	263,656	**267,558**	267,074
Remuneration - Civilians	104,686	**98,830**	96,168
Employer's contributions	38,419	**37,680**	36,142
Sub-total remuneration	406,761	**404,068**	399,384
Transport and communications	8,008	**6,110**	6,965
Professional, technical and other services	16,163	**15,253**	15,192
Rental, maintenance and repairs	29,118	**29,689**	29,553
Non-durable goods	32,256	**29,548**	30,631
Financing costs			
Interest, foreign exchange losses and other charges on borrowings assumed by:			
Municipalities	72,613	**71,992**	74,318
Government of Québec	151,653	**145,960**	149,901
Other - Financing costs	40	**62**	43
Contributions			
Transit Corporation	231,600	**231,600**	231,600
Agence métropolitaine de transport	24,064	**23,866**	24,098
Arts Council	8,647	**8,647**	8,558
Water-Saving Program	3,060		2,540
École nationale de police du Québec	2,580	**2,443**	2,439
Montréal International	240	**1,620**	240
Other items			
Doubtful accounts or bad debts	1,500	**1,499**	193
Transfer to investment activities net of refinancing charges financed by long-term debt	2,467	**2,059**	3,783
Reserve for expenditures not provided for in the budget and claims	8,461	**312**	545
Total of operating expenditures	**999,231**	**974,728**	**979,983**
Other financial activities			
Principal reimbursements	65,249	**64,927**	87,294
Transfer - sinking fund	23,531	**22,476**	(325)
	1,088,011	**1,062,131**	**1,066,952**

Long-term debt - Amount outstanding by issue

(in thousands of dollars)

Issue					Amount outstanding	
Date	Nominal value	Interest rate	Maturities	In foreign currencies	Dec. 31, 2000 In Canadian dollars	Jan. 1st, 2000 In Canadian dollars
	$	%			$	$
In Canadian dollars						
15/09/1978	41,461	9.50-10.75	2000-2018		**35,206**	35,873
01/03/1979	32,947	9.75-10.75	2000-2019		**28,473**	28,955
01/09/1979	24,989	9.50-10.75	2000-2019		**21,554**	21,922
01/03/1980	8,877	9.50-11.00	2000-2020		**7,753**	7,874
30/06/1981	35,070	9.50-10.50	2000-2021		**30,894**	31,343
11/06/1982	21,456	9.50-11.00	2000-2022		**19,315**	19,554
20/01/1983	11,600	10.00-11.00	2000-2022		**10,519**	10,642
07/04/1983	10,000	13.25	2000-2003		**5,450**	6,100
15/09/1983	7,141	9.50-11.00	2000-2023		**6,542**	6,611
05/12/1984	26,000	13.00	2000-2004		**15,860**	17,550
13/11/1985	31,750	11.75	2000-2005		**21,430**	23,494
23/04/1986	40,000	10.25	2000-2006		**29,600**	32,200
15/12/1986	12,858	9.50-11.00	2000-2026		**12,093**	12,189
03/03/1988	45,000	11.00	2000-2008		**40,500**	42,750
15/09/1988	50,000	11.375	2008		**50,000**	50,000
15/12/1988	50,000	10.625	2008		**50,000**	50,000
01/12/1989	48,000	10.25	2009		**48,000**	48,000
02/08/1990	50,000	11.50	2000			50,000
06/12/1990	35,000	11.75	2000			35,000
06/12/1990	53,000	12.00	2010		**53,000**	53,000
23/05/1991	75,000	10.75	2001		**75,000**	75,000
15/11/1991	50,000	10.25	2011		**50,000**	50,000
17/12/1992	100,000	9.00	2002		**100,000**	100,000
22/07/1993	25,000	8.00	2003		**25,000**	25,000
22/07/1993	37,500	8.85	2013		**37,500**	37,500
05/01/1994	75,000	7.50	2004		**75,000**	75,000
04/07/1997	28,500	6.80	2007		**28,500**	28,500
04/07/1997	46,500	7.35	2017		**46,500**	46,500
09/10/1998	15,000	5.20	2001		**15,000**	15,000
09/10/1998	16,000	5.35	2003		**16,000**	16,000
09/10/1998	19,000	5.75	2008		**19,000**	19,000
08/07/1999	19,500	5.20	2002		**19,500**	19,500
08/07/1999	20,500	5.40	2004		**20,500**	20,500
08/07/1999	10,000	5.75	2009		**10,000**	10,000
03/03/2000	15,000	6.25	2003		**15,000**	
03/03/2000	5,000	6.35	2004		**5,000**	
03/03/2000	15,000	6.40	2005		**15,000**	
03/03/2000	10,000	6.70	2010		**10,000**	
15/12/2000	32,000	5.55	2003		**32,000**	
15/12/2000	18,000	5.65	2005		**18,000**	
15/12/2000	20,000	6.00	2010		**20,000**	
					1,138,689	1,120,557

(in thousands of dollars)

Issue		Amount outstanding				
Date	Nominal value	Interest rate	Maturities	In foreign currencies	**Dec. 31, 2000 In Canadian dollars**	Jan. 1st, 2000 In Canadian dollars
	$	%			**$**	$
In Canadian dollars following a currency swap contract						
15/05/1992	70,000 DM	8.38	2002			
15/05/1992	49,400 $CA	10.009	2002		**49,400**	49,400
08/07/1994	6,000,000 YEN	4.57	2004			
08/07/1994	78,000 $CA	9.45	2004		**78,000**	78,000
06/12/1994	1,150,000 FR LUF	8.375	2004			
06/12/1994	50,300 $CA	9.69	2004		**50,300**	50,300
15/03/1995	50,000 $US	variable	2005			
15/03/1995	70,300 $CA	9.975	2005		**70,300**	70,300
19/12/1995	5,625,000 YEN	variable	2005			
19/12/1995	75,000 $CA	8.264	2005		**75,000**	75,000
15/11/1996	150,000 DM	6.25	2006			
15/11/1996	132,500 $CA	7.258	2006		**132,500**	132,500
23/10/1998	57,000 DM	variable	2008			
23/10/1998	51,677 $CA	5.965	2008		**51,677**	51,677
					507,177	507,177
					1,645,866	1,627,734
In United States dollars						
15/03/1991	135,000 $US	9.125	2001	135,000	**202,527**	194,845
19/07/1999	26,864 $US	variable	2003	26,864	**40,302**	38,774
				161,864	**242,829**	233,619
In United States dollars following a currency swap contract						
29/10/1992	130,000 DM	8.125	2002			
29/10/1992	91,678 $US	7.24	2002	91,678	**137,536**	132,320
30/09/1993	6,240,000 YEN	4.92	2003			
30/09/1993	61,280 $US	6.245	2003	61,280	**91,932**	88,445
				152,958	**229,468**	220,765
				314,822	**472,297**	**454,384**

Long-term debt – Amount outstanding by issue (cont'd)

(in thousands of dollars)

Issue			Amount outstanding			
Date	Nominal value	Interest rate	Maturities	In foreign currencies	Dec. 31, 2000 In Canadian dollars	Jan. 1st, 2000 In Canadian dollars
	$	%			$	$
In Japanese yen						
14/08/2000	2,750,000 YEN	1.66	2007	2,750,000	**36,080**	60,053
In Deutsche marks						
11/12/1991	52,500 DM	8.51	2001	52,500	**35,821**	38,992
In Swiss francs						
09/06/1993	70,000 SF	5.25	2003	70,000	**64,806**	63,448
Amount to be refinanced						30,140
					2,254,870	**2,274,751**

SUMMARY (in thousands of dollars)

Canadian dollars ($CA)			**1,645,866**	1,627,734
United States dollars ($US)		314,822	**472,297**	454,384
Japanese yen (YEN)		2,750,000	**36,080**	60,053
Deutsche marks (DM)		52,500	**35,821**	38,992
Swiss francs (SF)		70,000	**64,806**	63,448
			2,254,870	2,244,611
Amount to be refinanced				30,140
			2,254,870	**2,274,751**

SUMMARY (in percentage)

Canadian dollars ($CA)	**73.0**	71.6
United States dollars ($US)	**20.9**	20.0
Japanese yen (YEN)	**1.6**	2.6
Deutsche marks (DM)	**1.6**	1.7
Swiss francs (SF)	**2.9**	2.8
	100.0	98.7
Amount to be refinanced		1.3
	100.0	**100.0**

Financing of projects in progress

Year ended December 31 (in thousands of dollars)

	As at January 1st 2000	Financing of expenditures current year	Completed projects	As at December 31 2000
	$	$	$	$
Financing	54,715	8,511	2,413	**60,813**
Expenditures	58,984	9,312	2,612	**65,684**
	(4,269)	**(801)**	**(199)**	**(4,871)**
Apportionments				
Unused financing	516	(9)		**507**
Expenditures to be financed	4,785	792	199	**5,378**
	(4,269)	**(801)**	**(199)**	**(4,871)**

Net long-term total indebtedness

Year ended December 31 (in thousands of dollars)

	2000	1999
	$	$
Long-term debt		
Métro extensions	**942,438**	968,784
Wastewater treatment	**1,095,356**	1,105,850
Regional parks	**117,063**	115,958
Telecommunications system	**4,830**	11,030
Construction and renovation of buildings	**66,783**	55,793
Acquisition of vehicles for Police Service	**10,000**	
Disposal site	**9,800**	10,050
Metropolitan Boulevard	**5,971**	5,744
Refinancing cost	**2,629**	1,542
	2,254,870	**2,274,751**
Less:		
Amount reserved in sinking fund	**522,239**	500,123
Amount recovered from the government of Québec		
Métro extensions [1]	**475,511**	501,243
Wastewater treatment [1]	**702,981**	720,934
Refinancing cost	**1,424**	835
Regional parks - *Site des moulins*	**1,691**	1,784
	1,703,846	**1,724,919**
	551,024	**549,832**
Add:		
Unfunded capital expenditures [2]	**6,027**	14,493
Amount recoverable from the government of Québec [1]	**(976)**	(3,119)
Net long-term total indebtedness	**556,075**	**561,206**

(1) These recoveries have been allocated on the basis of percentage referred to in note 7 to the Financial Statements
(2) Represents the amount by which expenditures exceed capital financing

2000 Annual Report

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